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FM 10-53

DEPARTMENT OF THE ARMY FIELD MANUAL

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HEADQUARTERS AND HEADQUARTERS DETACHMENT QUARTERMASTER BATTALION

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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FIELD MANUAL
No. 10-53

HEADQUARTERS,
DEPARTMENT OF THE ARMY
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HEADQUARTERS AND HEADQUARTERS DETACHMENT, QUARTERMASTER BATTALION

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CHAPTER 1

INTRODUCTION

1. Purpose and Scope

This manual furnishes operational and technical information for the normal employment and functioning of the Headquarters and Headquarters Detachment, Quartermaster Battalion (TOE 10-536) and representative examples of uses of the battalion. A suggested battalion standing operating procedure is also included.

2. Modification

Developments in tactical and logistical fields and organizational changes in the Army will necessitate preparation of corrections and changes to this publication. Field experience may also suggest modification. Users are therefore requested to submit such recommendations direct to the Commanding General, Quartermaster Training Command, U.S. Army, Fort Lee, Virginia.

3. Application

The procedures described in this manual are intended as a guide and should not be considered inflexible. Conditions under which the battalion may operate will vary and each situation must be met by an intelligent interpretation and application of basic operating principles. The material presented herein is applicable to nuclear and non-nuclear warfare.

CHAPTER 2

THE UNIT

Section I. GENERAL

4. Mission

Headquarters and headquarters detachment, quartermaster battalion, commands, controls, directs, supervises, and coordinates staff planning, administration, employment, training, and supply of attached quartermaster units. Its span of control is normally limited to a maximum of eight quartermaster companies.

a. The organization is normally dependent upon attached units for mess and motor maintenance, but appropriate detachments of the Quartermaster Service Organization (TOE 10-500) or the Composite Service Organization (TOE 29-500) may be made available for such purposes.

b. It is provided with communication and transportation facilities to meet minimum administrative requirements. Army or logistical command signal and transportation facilities must be relied upon to furnish necessary communications and transportation for operational needs.

5. Assignment

Headquarters and headquarters detachment, quartermaster battalion, is normally assigned to theater army logistical command, field army, or independent corps. It may be attached to a Headquarters and Headquarters Detachment, Quartermaster Group (TOE 10-22); Headquarters and Headquarters Company, Quartermaster Depot (TOE 10-521); or other quartermaster headquarters.

6. Functions

The headquarters and headquarters detachment, quartermaster battalion—

a. Commands attached units, within the policies and directives prescribed by higher headquarters, in the accomplishment of their assigned mission.

b. Assigns missions to subordinate units, and supervises and coordinates operations to assure compliance with plans, schedules, orders and directives.

c. Develops training schedules, directs and supervises training throughout the battalion, and evaluates the training of subordinate units.

d. Develops the battalion intelligence plan and supervises its execution.

e. Develops the battalion communication plan and supervises internal battalion communications.

f. Selects general operating sites and bivouac areas for attached units.

g. Procures and allocates additional facilities, equipment, manpower, or materiel required for operations.

h. Supervises and coordinates administration of attached units.

i. Develops and executes plans for the security of the battalion headquarters and attached units.

j. Accomplishes additional assignments prescribed by higher headquarters.

Section II. ORGANIZATION

7. General

Headquarters and headquarters detachment, quartermaster battalion (fig. 1), consists of battalion headquarters and a headquarters detachment.

a. Battalion headquarters consists of the battalion commander, executive, chiefs of staff sections, and the sergeant major. It directs and coordinates all activities of the unit.

b. Headquarters detachment is organized into a detachment headquarters, which provides personnel for internal administration of the unit, and an administrative section, operations section, and battalion supply and maintenance section. These function as the operating elements of battalion headquarters under direction of the appropriate battalion staff officer.

Note. When battalion strength is 650 or more, augmentation of a chaplain and assistant is authorized in the combat zone.

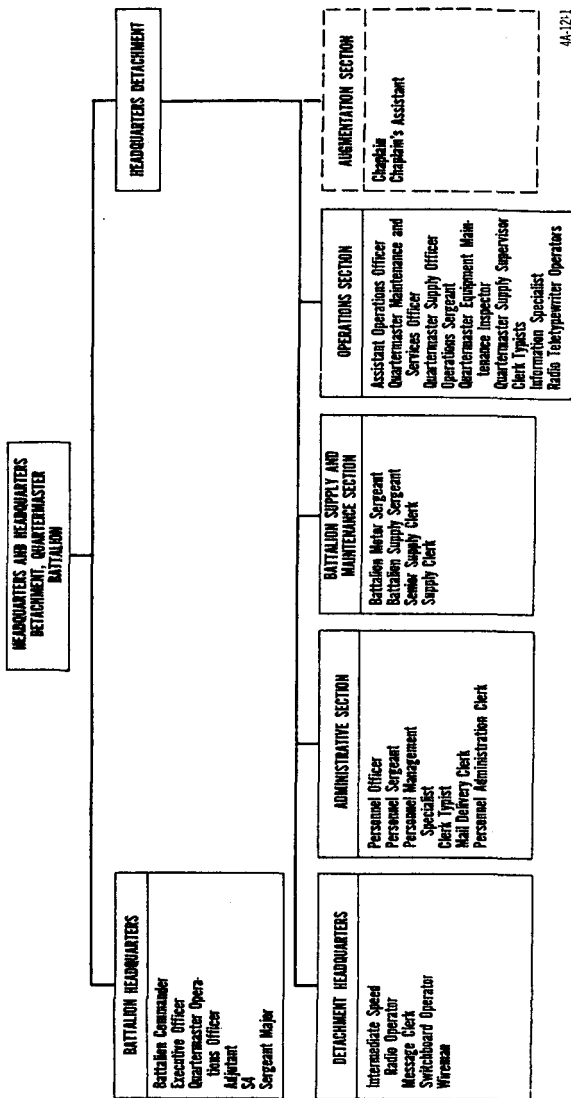


Figure 1. Organizational and personnel chart of headquarters and headquarters detachment, quartermaster battalion.

8. Detachment Headquarters

Detachment headquarters is the center of internal operations for the battalion. It—

a. Supervises training, discipline, and security of assigned personnel and equipment.

b. Coordinates internal administration, mess, billeting, supply, maintenance, and communications for battalion headquarters.

9. Administrative Section

The administrative section coordinates administration for battalion headquarters and attached units. The personnel administration clerks of attached units will normally maintain the personnel records for their units at battalion headquarters under the supervision of the battalion personnel officer and his enlisted assistants. The administrative section—

a. Routes incoming communications to proper sections.

b. Acts upon official correspondence, prepares outgoing administrative directives, and authenticates and distributes all directives.

c. Reproduces printed matter required by the battalion headquarters.

d. Maintains an office of record.

e. Supervises the preparation and maintenance of records, rosters, and reports concerning personnel matters.

f. Prepares orders and vouchers for pay, travel, allotments, and deductions.

g. Provides mail and courier service for battalion headquarters.

h. Processes recommendations for awards, decorations, and promotions.

i. Supervises the maintenance of personnel records and the performance of personnel administrative activities by subordinate units.

j. Coordinates with the operations officer the allocation of replacements in battalion headquarters and attached units.

10. Battalion Supply and Maintenance Section

The battalion supply and maintenance section supervises internal supply, organizational maintenance, evacuation, and transportation service. Its major responsibility is to supervise unit supply and supply management for battalion headquarters and attached units.

11. Operations Section

The operations section directs and supervises the employment and operations of attached units. Its major responsibilities are to—

a. Advise, assist, and provide information to the battalion commander and the staff in planning, coordinating, and supervising the operations of attached units.

b. Prepare operational plans, estimates, and directives.

c. Provide the battalion commander and staff with information and assistance on intelligence matters.

d. Recommend or select general operational sites for subordinate units.

e. Implement operational procedures and directives of higher headquarters in the employment of attached units.

Section III. DUTIES OF KEY PERSONNEL

12. Battalion Commander

The battalion commander is responsible for the operation of the quartermaster battalion. His primary responsibilities are to plan, direct, and supervise the administration, training, employment, operations, supply, security, and discipline of battalion units. He exercises command through his unit commanders. He prescribes policies, missions, and standards for the battalion. He must possess a thorough knowledge of the operations of quartermaster support units and an understanding of the functions and requirements of supported forces. When two or more quartermaster airborne units are attached, the battalion commander may be parachute qualified.

13. Executive Officer

The executive officer coordinates for and advises the battalion commander. He assumes many details of operations and administration, thus permitting the commander to devote more time to command functions. During temporary absences of the commander, the executive officer directs the action according to the commander's

policies. Normally, he will advise the appropriate staff officers of the commander's decisions so that necessary orders may be prepared and published. He sees that all instructions conform to the commander's plans and policies. The executive officer assumes command of the battalion when the commander becomes a casualty. Specifically, the executive officer—

a. Formulates and announces policies for the general operation of the headquarters staff.

b. Directs the activities of the staff, and coordinates activities between staff members, and between the staff and subordinate units.

c. Keeps the commander informed as to strength, morale, training, equipment, supply, evacuation, and general operating effectiveness of the battalion.

d. Insures by personal observation and with the assistance of the staff, that the orders and instructions of the commander are executed.

e. Studies the supply situation continuously to increase effectiveness and to anticipate contingencies and future operations.

f. Establishes and supervises liaison with headquarters of adjacent, higher, subordinate, and supported units.

14. Adjutant

The adjutant advises the battalion commander on administrative and personnel matters. He—

a. Develops and issues instructions for submission of records and reports.

b. Supervises the operations of internal headquarters communications control, distribution center, and messenger service.

c. Safeguards, supervises distribution of, and accounts for classified material or information.

d. Authenticates and supervises distribution of orders and instructions.

e. Supervises the maintenance of the office of record for the headquarters, including all personnel records not kept in subordinate units.

f. Supervises the requisition, storage, and distribution of publications and blank forms.

g. Serves as commanding officer of detachment headquarters.

15. Quartermaster Operations Officer

The quartermaster operations officer is responsible for planning, directing, and supervising supply and service support operations of battalion headquarters and subordinate units. He may be parachute qualified when two or more airborne units are attached. The operations officer—

a. Supervises the assistant operations officer, quartermaster supply officer, and quartermaster maintenance and services officer.

b. Estimates the capabilities of subordinate units under operational conditions based on information provided by the operations section.

c. Recommends or selects general operating sites for subordinate units.

d. Coordinates the assignment of unit missions.

e. Assists the battalion commander in inspection of attached units.

f. Plans, coordinates, supervises security and defense measures, and damage control for the battalion and attached units.

g. Plans and supervises movements of the headquarters and subordinate units.

16. Assistant Operations Officer

The assistant operations officer directs and supervises training in the battalion. In addition, he normally directs the security and intelligence activities of the operations section in accordance with the plans, instructions, and desires of the quartermaster operations officer. Assisted by the operations sergeant, he develops and supervises the collection, processing, and use of pertinent intelligence information. Assisted by the information specialist, he organizes and supervises the troop information program for battalion headquarters and attached units. The information specialist is also a light vehicle driver.

17. Quartermaster Supply Officer

The quartermaster supply officer advises and assists the quartermaster operations officer in directing and supervising the activities of subordinate supply units. He is particularly concerned with procedures and schedules for the requisition, receipt, storage, and distribution of class I, III, and quartermaster class II and IV supplies to supported units. He implements the plans and directives of the quartermaster opera-

tions officer for the provision of such supplies to supported units. He coordinates supply control and stock accounting activities, as required. He is normally assisted by the quartermaster supply supervisor and other clerical personnel of the operations section.

18. Quartermaster Maintenance and Services Officer

The quartermaster maintenance and services officer assists and advises the quartermaster operations officer in directing and supervising the maintenance and service operations of subordinate units. He is particularly concerned with field maintenance functions; laundry, bath, and clothing exchange operations; and graves registration. He may act as area quartermaster maintenance officer. Assisted by the quartermaster equipment maintenance inspector, he may supervise—

- a. Establishment of priorities, schedules, and repair time limits for maintenance of quartermaster equipment.

- b. Repair parts supply.

- c. Inspection of subordinate service units to insure compliance with prescribed policies and procedures.

19. Battalion S4

The battalion S4 functions as battalion supply officer, motor officer, and communications officer.

- a. As battalion supply officer, he is assisted by the battalion supply sergeant, senior supply clerk, and supply clerk. He is responsible for the

coordination of supply, evacuation, and related functions. He is the battalion property book officer. He is the manager of internal supply operations of the battalion and attached units. Upon request of the battalion S4, attached units will furnish additional qualified personnel to assist in—

- (1) Determining internal supply requirements, requisitioning, and distribution.
- (2) Coordinating supply management activities for the battalion and attached units.
- (3) Control of supply and maintenance of establishments operated by the battalion.
- (4) Evacuating battalion personnel.

b. As motor officer, he is assisted by the battalion motor sergeant, and—

- (1) Supervises inspection and organizational maintenance and repair of wheeled vehicles.
- (2) Directs planning for motor movement.
- (3) Utilizes motor vehicles for maximum efficiency.
- (4) Reports directly to the battalion commander in all matters pertaining to transportation.

c. As communications officer, he is responsible for—

- (1) Establishment and operation of battalion communications facilities.
- (2) Maintenance of battalion communications equipment.

20. Personnel Officer

The personnel officer is responsible for the administration of the personnel of the battalion and attached units, and for the training of the administrative personnel of the headquarters and subordinate units.

a. Assisted by the personnel sergeant, personnel management specialist, and personnel administration clerk, he supervises the—

- (1) Administration of the battalion leave program.
- (2) Procurement and allocation of replacement personnel.
- (3) Classification, assignment, reclassification, reassignment, promotion, retirement, discharge, and separation of personnel of the battalion.
- (4) Preparation of payrolls and fiscal accounts.

b. Attached units may be directed to make qualified personnel available to assist in performing duties shown above and to maintain unit personnel records under the direction of the personnel officer.

21. Communications Personnel

Communications personnel operate under the supervision of the battalion S4. They include the intermediate speed radio operator, who operates the radio set mounted in the $\frac{1}{4}$ -ton truck used by the battalion commander and executive officer; the switchboard operator; wireman; and the

radio-teletypewriter operators in the operations section. All communications personnel also act as light vehicle drivers. The switchboard operator is also a qualified wireman, and the wireman operates the generator set in detachment headquarters.

22. Administrative Personnel

The principal enlisted administrative assistant is the sergeant major who assists the adjutant at battalion headquarters and also acts as the first sergeant of the headquarters detachment. A message clerk and mail delivery clerk are also provided. The mail delivery clerk may assist in the delivery of messages and is a qualified light vehicle driver.

CHAPTER 3

EMPLOYMENT

23. General

a. Quartermaster support in the field embraces both supply and service. It involves supply of all quartermaster supplies and equipment; operation of depots and supply points; and provision of bath and laundry services, field maintenance of quartermaster equipment, a salvage system, collection and evacuation of deceased personnel; and establishment, operation, and maintenance of temporary military cemeteries. Present planning for quartermaster support aims at adequate and timely provision of such supplies and services through organizations fitted to anticipated requirements of troops committed against the enemy. While the underlying objective of such planning is quartermaster support as close as possible to combat elements, considerations of mobility and dispersion require echelonment of quartermaster support with reliance upon continuity of supplies and services, actively controlled by command and supervisory headquarters, rather than upon concentrations of stocks and facilities.

b. The different operational environments under which United States Army forces may be committed, require differing organizations for

logistical support. However, a standard pattern will exist under all except the most exceptional situations. Quartermaster support can, in general, be categorized as direct support and as general support.

- (1) Quartermaster direct support provides supplies and services directly to using units. To accomplish this, both in the combat and communications zones, quartermaster units are organized into battalions (TOE 10-105), each capable of supporting approximately 32,000 troops. The organization, function, and operation of these are discussed in other Department of the Army publications.
- (2) Quartermaster general support reinforces direct support operations and widens the scope of quartermaster support. At the general support level a transition develops in the organization of quartermaster support units in the communications zone and in the army area.
 - (a) In the combat zone, quartermaster general support units are organized into battalions (TOE 10-445D), on a normal basis of one per corps. The organization, function, and operation of these are discussed in other publications.
 - (b) In the communications zone, quartermaster general support is provided by

separate companies under the control of a headquarters and headquarters detachment, quartermaster battalion (TOE 10-536). These companies include the Support Depot Company (Comm Z), Field Maintenance and Service Company, Service Company, Aerial Supply Company, Air Equipment Repair and Depot Company, and Sales Company.

- (c) In addition, the Quartermaster will operate the Petroleum Intersectional Service (POLIS). This intersectional will extend from terminals in the base logistical commands as far forward as permitted by the tactical situation. Under optimum conditions, the forward most POLIS terminal will be located in the rear area of the combat zone, and will be responsible for all wholesale distribution of bulk petroleum. The organization, function, and operation of POLIS are discussed in other publications.

24. Methods

Current concepts, in emphasizing flexibility and continuity of logistical support, suggest both branch and general depots in the communications zone. General depots (depot complexes) are envisioned for advance logistical commands; branch depots for base logistical commands. Quartermaster units operating at such depots will nor-

mally be placed under command and control of a quartermaster battalion headquarters.

a. Organizational structure and policies of the command form the framework within which the battalion command controls and directs subordinate units. In all cases, technical supervision over battalion activities is provided by the command quartermaster through such intermediate agencies and headquarters as may be established.

(1) A quartermaster battalion headquarters may direct and control communication zone quartermaster units engaged in supply operations in support of forces in the combat zone and in the provision of general quartermaster support to logistical command troops and installations.

(2) In addition, battalion headquarters, as an operating agency of the command quartermaster, may control supporting quartermaster units engaged in—

(a) Maintenance and repair of quartermaster equipment.

(b) Receipt, identification, and evacuation of deceased personnel and personal effects.

(c) Receipt, classification, and evacuation of salvage.

(d) Establishment, operation, and maintenance of cemeteries.

b. The common mission of a headquarters and headquarters detachment, quartermaster bat-

talion, is to command, supervise, direct, administer, and control subordinate units. Specific battalion missions are determined by command directive and policy, logistical situation, and available facilities and area. In addition to one or more of those outlined above, a specific mission may be control of any operation that higher command believes requires the services of a quartermaster headquarters.

c. Operational conditions, tactical requirements, and/or other considerations may require the organization of a battalion to control and direct specific types of units or units with a related mission.

CHAPTER 4

OPERATIONS

Section I. PREPARATION FOR OPERATIONS

25. Reconnaissance

Higher headquarters normally designates the general location for the quartermaster battalion. Unless a specific site for the battalion command post is also designated, the commander selects it after reconnaissance and consultation with his staff. The extent of the reconnaissance and the composition of the reconnaissance party depend upon the time available and the existing situation. The quartermaster operations officer and adjutant (as detachment commander), or their representatives, are ordinarily essential members of the party. Because the command post must be located to facilitate control over battalion elements, the reconnaissance party should also indicate general locations for subordinate units. When practicable, therefore, unit commanders should be included or represented in the reconnaissance party. Battalion headquarters will normally prescribe procedures by which subordinate units will report exact location and time by which operations are to begin.

26. Site Selection

Accomplishment of the mission of the head-

quarters and headquarters detachment, quarter-master battalion, is always the uppermost consideration in the selection of the site for the command post and headquarters installations (fig. 2). Based on this mission, the best available site is selected in consonance with the following considerations:

a. Cover and Concealment. Cover and concealment are necessary for protection. A site that is near definite landmarks shown on maps should be avoided. When possible, existing buildings should be used. Use of buildings should be made after consideration of such factors as the possibility of air attack, booby traps, and contamination.

b. Terrain. A firm, high, well-drained, wooded area is desirable. Gentle hillsides or sloping ground afford a better site than a level area which may be turned into a bog by rain.

c. Additional Factors. Other desirable features include accessibility to water, nearness to the axis of supply and evacuation, and natural defense barriers. Another consideration is the fact that battalion headquarters and headquarters detachment is dependent upon a subordinate company for mess and maintenance. In addition, an alternate site should be selected in case the situation changes and a movement of the command post is necessary.

27. Command Post Arrangement

There is no set pattern for the layout or arrangement of the command post. It may be

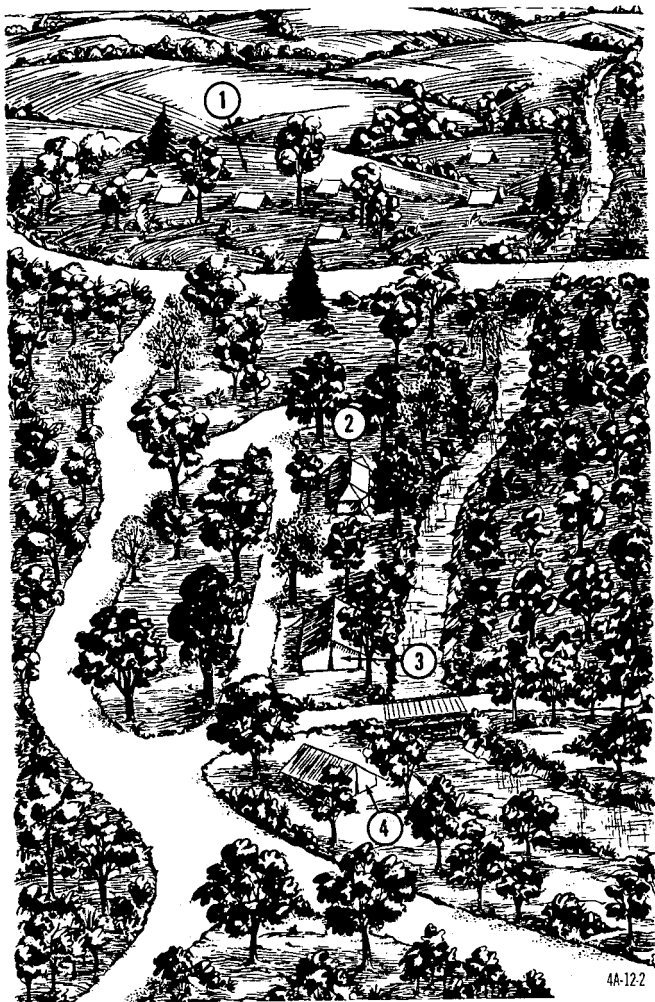
located within a building or the several elements may be under the tentage provided. Arrangement under any situation, however, should provide for centralized functional control.

a. Operations Section. The operations element consists of the operations section. This element should be centrally located with respect to unit operating areas, but may be removed from the rest of the command post. When organized and located in this manner, the battalion commander and quartermaster operations officer can keep abreast of all aspects of the operating situation and communicate instructions to subordinate elements.

b. Administrative Section. This section works closely with the detachment headquarters. When practicable, it should be located in the vicinity of the unit upon which the headquarters is dependent for mess.

c. Battalion and Maintenance Section. This section should be as centrally located as practicable for carrying out supply activities in support of subordinate units.

d. Related Elements. The battalion message center should be easily reached by incoming personnel. A parking area should be established in a concealed location and so located that detection will not disclose other elements of the command post. Communications equipment should be in-



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- | | |
|----------------|--|
| 1 Bivouac area | 3 Administrative and operations sections |
| 2 Command post | 4 Battalion supply and maintenance section |

Figure 2. Sample layout of quartermaster battalion headquarters.

stalled with consideration for its operating characteristics, convenience of users, and in relation with overall command grid and communications system.

Section II. OPERATING TECHNIQUES AND CONTROLS

28. Plans and Procedures

The battalion commander must base his plans and procedures upon directives of higher headquarters. Plans must be firm enough to provide direction and cohesion, but sufficiently flexible to permit adaptation to changing requirements and operational conditions. Procedures must be designed to insure uniform and proper execution and implementation of plans. They should provide essential guidance but permit subordinate unit commanders sufficient latitude to fit the capabilities of their units to the accomplishment of the assigned mission.

29. Policies

a. Standing Operating Procedures. Standing operating procedures (SOP) may be effectively used to set forth instructions for the performance of operations the commander desires to make routine. A single standing operating procedure may be published for all battalion activities or separate procedures may be published for such functions as displacement, occupation, and organization of the battalion area; actions required for nuclear, chemical, and biological defense;

unit supply procedures; or damage control. An example of a standing operating procedure appears as appendix II.

b. Policy File. In addition to the SOP, the commander may maintain a policy file. While not mandatory, the commander may use this file as a means of making his desires and policies known to members of his staff. Such a file may consist of brief notes, plans, studies, past decisions, or sample orders. It may be used effectively to indoctrinate new staff members as required.

30. Orders and Directives

A complete discussion of orders can be found in FM 101-5. As indicated in paragraph 29, however, many battalion operations can be covered by standing operating procedures, thereby decreasing the need for formal orders. The battalion commander may also effect his plans and issue orders through conferences with members of his staff and subordinate unit officers to solve operational problems or to acquaint subordinates with policies and/or decisions. A formal written order should be used, however, when an operation is not fully covered by SOP or when otherwise required to provide firm guidance or direction.

31. Coordination

Coordination means teamwork between elements of the battalion staff in the performance of assigned functions. It is the primary responsibility of the executive officer. Coordination also

involves close contact and exchange of information of each staff section with the staffs of higher, lateral, and lower headquarters. In this latter aspect, coordination assures the commander that essential information, decisions, and orders are promptly and correctly transmitted to subordinate units.

32. Records and Reports

a. General. Various routine and special reports will normally be required of subordinate units. These may be submitted by telephone, teletypewriter, or other means of communication. They will normally be consolidated in battalion headquarters and transmitted in the prescribed manner to appropriate headquarters.

- (1) Reports of strength and records of operations are submitted by the subordinate units through battalion headquarters to higher headquarters. Reports and records assist both the battalion and higher headquarters in making estimates, plans, and decisions, and in supervising personnel and unit operations and procedures. They are the basis for corrective action, orders, and future planning.
- (2) The battalion headquarters must supervise the preparation of strength reports or operational records with constant reference to their accuracy and timeli-

ness. Strength reports will remain relatively the same, but operational records will vary with the type of subordinate units employed.

b. Recurring Reports. Recurring reports are submitted at regularly prescribed intervals. Types, channels, and times for submission will normally be contained in battalion SOP.

c. Administrative Reports. Administrative reports include morning reports, training status reports, strength reports, rosters, special services reports, and information and education reports. The principal administrative reports are—

- (1) *Command report.* The command report is a periodic narrative summary of events from the point of view of the commander. It is the medium through which he records, reviews, and evaluates overall activities of the unit. In the report he may recommend to higher headquarters changes in doctrine, organization, training techniques, administration, and equipment which he believes justified as a result of experience. Specific instructions for the preparation of the command report are contained in Army regulations.
- (2) *Unit equipment status report.* The unit equipment status report, prepared under the provisions of Army regulations, shows the status of selected items of property in the hands of troops.

- (3) *Unit report.* The preparation of a unit report will depend upon instructions from higher headquarters. The purpose of the report, if required, is to inform higher headquarters of unit operations and of the situation that exists at the time the report is submitted. It will usually contain only information desired by higher headquarters.

d. Operational Reports. Operational reports include data and information on the number of items processed or produced by a unit, operating hours, operating supplies on hand or consumed, and troops served. Forms, information desired, and method of transmittal are normally prescribed by standing operating procedures.

e. Statistical Compilations. Statistical compilations are reports, graphs, or charts that summarize or consolidate information contained in operational reports submitted by subordinate units. These compilations will normally be made at battalion headquarters and are used as a primary management and reporting medium. The following are examples of statistical compilations that battalion headquarters may maintain on the operations of subordinate units. The compilations vary, however, with the operational situation.

(1) *Laundry.*

(a) Number of pieces and pounds of laundry.

(b) Number of trailer operating hours.

(c) Laundry supplies on hand or consumed.

(d) Number of troops served.

(2) *Bath.*

(a) Number of troops processed and showered.

(b) Average number of troops processed and showered per day.

(c) Operating supplies used.

(d) Number of items issued to using units.

(3) *Bakery.*

(a) Amount of bakery items produced.

(b) Number of unit operating hours.

(c) Bakery supplies on hand or consumed.

(4) *Refrigeration.*

(a) Cubage, tonnage of items of perishables received, on hand, and distributed.

(b) Number of trailer operating hours.

(c) Number of units operating.

(d) Trailer mileage.

(5) *Petroleum.*

(a) Strength served.

(b) Number of supply points operated.

(c) Number of gallons of gasoline received, on hand, and distributed.

(d) Number of gallons of oil (by SAE number) received, on hand, and distributed.

- (e) Number of pounds of grease received, on hand, and distributed.

(6) *Salvage.*

- (a) Number of items shipped.
- (b) Pounds of material shipped (miscellaneous items only).
- (c) Number of hours of operation.
- (d) Number of squads operating.
- (e) Number of technical service items reported.
- (f) Number of repaired items on hand.
- (g) Additional labor requirements.

(7) *Maintenance.*

- (a) Tabulations of items received and disposed of.
- (b) Number of reparable items.
- (c) Number of hours of operation.
- (d) Number of platoons operating.
- (e) Deadlined equipment needing repairs.
- (f) Number of days of operating supplies.
- (g) Value of items repaired.
- (h) Cost per item.

(8) *Subsistence.*

- (a) Rations on hand by type.
- (b) Strength for rations.
- (c) Tabulations of issues of rations by types.
- (d) Number of issues to agencies other than Army.

- (e) Number of issues to hospitals (including number of patients).
- (f) Number of issues of reserve rations by types.
- (9) *Class II and IV.*
 - (a) Number of items received, on hand, and distributed.
 - (b) Strength served.
 - (c) Number of days of supplies on hand.
- (10) *Sales.*
 - (a) Number of items received, in stock, and distributed.
 - (b) Value of property on hand.
 - (c) Money receipts.
 - (d) Disposition of funds.
 - (e) Cash on hand.
 - (f) Strength served.
- (11) *Graves registration.*
 - (a) Number of burials reported (by categories).
 - (b) Number of bodies recovered and reburied.
 - (c) Number of personal effects inventories completed.
 - (d) Cemeteries currently in operation and cemetery populations.

33. Unit Journal

A unit journal, prepared in accordance with instructions contained in FM 101-5, is a chrono-

logical record of important matters affecting the unit. It should contain a resume of all messages sent or received, notations of events such as visits of higher commanders and absences of the commander, and a summary of major activities with reasons for decisions made. The journal may be closed daily or as determined by higher headquarters.

34. Situation Maps

Situation maps are graphic presentations of the dispositions and activities which concern the battalion. A situation map may be maintained within the operations section to show the disposition of battalion facilities and installations and the location of supported units. A situation map may be maintained by the administrative section and/or battalion supply and service section to show the location of subordinate element command posts, supply and evacuation routes, and such other information as may be desired.

Section III. ADMINISTRATIVE PROCEDURES

35. Supply

The headquarters and headquarters detachment, quartermaster battalion, obtains supplies from designated supply installations. Although the battalion headquarters has vehicles for supply activities, it may call upon subordinate units for additional transportation or manpower.

a. Class I. Subordinate units normally obtain rations by transmitting requests to battalion

headquarters. The request is then sent to the supply point or depot designated by higher headquarters. Battalion headquarters is normally responsible for breakdown and distribution. Class I supplies may be drawn directly from the supply point by the subordinate units when this procedure has been authorized by higher headquarters. Methods of breakdown and issue as well as detailed coverage of class I supply operations are contained in FM 10-60.

b. Class II and IV. Class II and IV supplies are normally obtained by subordinate units and detachment headquarters by requisition at times fixed by battalion headquarters. Requisitions for class II and IV supplies are submitted by the subordinate units through battalion headquarters. The battalion supply officer is responsible for insuring that the most efficient procedures are employed. In emergencies, the procedures outlined above are simplified and the units may be authorized to draw class II and IV items direct from the depot. Detailed procedures of quartermaster class II and IV supply are contained in FM 10-64.

c. Class III. Vehicles of the battalion and subordinate units usually obtain gasoline directly from class III supply points established in the area of operations. Requisitioning of class III supplies is by submission of periodic estimates by the units through battalion headquarters. Additional information on class III supply is contained in

FM 10-77 and other Department of the Army publications listed in appendix I.

d. Class V. Necessary class V supplies are obtained by requisitioning through battalion headquarters channels. To procure class V supplies, battalion headquarters presents authenticated ammunition transportation orders to the supply point designated by higher headquarters. This order, which is a written request by a unit to draw a specific amount of ammunition by type from a designated ammunition supply point or depot, is the authority for the supply point or depot to issue the ammunition.

e. Water. The assurance of an available supply of potable water for headquarters and headquarters detachment, quartermaster battalion, and subordinate units is the responsibility of the battalion commander. Water usually is supplied from designated water supply points.

36. Troop Information

The troop information program includes the conduct of troop information discussion periods; operation of troop information centers; use of daily news summaries; and the use of Army newspaper, armed forces radio, and armed forces motion picture facilities.

a. Mission. The mission of the troop information program is to inform the soldier on matters of significance to him in connection with his military duties, to afford a source of general information so that he may understand and evalu-

ate his responsibilities as a soldier and a citizen, and to provide an opportunity for free discussion.

b. Training Period. Normally, one undivided hour a week is allotted for training under the troop information program. Subjects used in troop information activities should be developed in enough detail and over a long enough time to be valuable to the men. Educational activities should be presented in an interesting and helpful manner, with a view towards showing the soldier how to help himself. The assistant operations officer supplies discussion leaders with an outline or guide. Discussions are held in platoon-size groups in the detachment and subordinate units. Additional material on troop information is given in AR 355-5, and AR 355-6, and TM 28-210.

37. Troop Education

a. General. The troop education program consists of educational and vocational guidance activities, educational services including correspondence courses provided by the United States Armed Forces Institute (USAFI), the establishment of Army education centers, and the accreditation procedures for the benefit of those completing the program. In some instances, a quartermaster battalion may establish and conduct an Army education center to serve subordinate units or elements in the area. Services offered are based on the needs and desires of personnel served by the center.

b. Mission. The mission of the troop education

program is to assist military personnel in obtaining the education necessary to develop their military careers, provide them with continuing opportunity for nonmilitary education, and aid in maintaining discipline and morale.

38. Athletics and Recreation

Organized athletics and recreational opportunities are essential for the physical and mental welfare and morale of personnel of the battalion headquarters and subordinate units. In planning physical welfare and morale-building activities, the battalion commander designates a well-qualified staff officer to take over the general supervision of the program.

a. Athletics. Intramural competitions usually are successful when they are a part of an organized athletics program. Such intramural competition can include volleyball, basketball, baseball, or softball leagues with teams from quartermaster units, the headquarters detachment, and teams consisting of officer personnel of the headquarters and various units. Boxing tournaments can also be arranged and transportation made available for those who desire to attend.

b. Recreation. Organized recreation is morale building. Excursion trips are popular in theaters of operations. At times there are opportunities to obtain and operate moving picture projectors, build up battalion libraries, or arrange recreational games. Members of the battalion may organize instrumental bands, which provide

music for social affairs. Group singing is also a good form of recreation.

39. Prisoners of War

Prisoners of war, used in the theater of operations for labor, may be administered and controlled by headquarters and headquarters detachment, quartermaster battalion. In providing for the proper treatment and efficient administration of prisoners of war under his command, the battalion commander must be certain that the provisions of the Geneva Convention are being complied with by all responsible personnel. Prisoner of war work will have no direct relation to war operations, the manufacture or transportation of arms and munitions, or the transportation of any material intended for combat units. Prisoner of war labor may be utilized in informal groupings or may be organized into units.

40. Deceased Personnel

Deceased personnel of headquarters and headquarters detachment, quartermaster battalion, are buried by the graves registration service or by battalion headquarters. Higher headquarters designates the organization responsible for burial. If battalion headquarters takes charge of the burial, reports are made through channels giving the location of the grave and such other data as may be required for graves registration. The data include name, serial number, grade, and organization of deceased; place, cause, and date

of death; date of burial; and location of grave. Effects are forwarded through supply channels to the depot designated by higher headquarters.

41. Movement

The battalion commander is responsible for preparing his organization and subordinate units for movement. This requires the preparation and maintenance of movement plans fitted to the needs of the situation. Duties and responsibilities of unit personnel during movement should be included in the battalion headquarters SOP. Unit commanders should be advised of their responsibilities in connection with the development of movement plans for their units. Movement orders normally originate from higher headquarters and specify the method of travel, destination, time of departure, and estimated time of arrival. Movement orders are generally preceded by warning orders. Different problems are involved for movement by each mode of transportation.

a. Movement by Highway. The headquarters and headquarters detachment is capable of making an independent motor movement of personnel and equipment. When such is directed, the battalion commander or designated representative may be required to coordinate with the headquarters controlling the movement to arrange for a reconnaissance of the route and the area the unit is to occupy; make provisions for refueling or feeding en route, if the move is a long one;

and to develop plans for the defense of the unit during the move.

- (1) When making an independent movement, the vehicles of a headquarters and headquarters detachment, quartermaster battalion, are formed in a march unit according to plans of the battalion commander. Command responsibilities for movements are discussed in FM 25-10.
- (2) Normally, the battalion commander heads the column. The assistant operations officer or other designated control officer is next in the column. He is responsible that the column follows the designated route and regulates the speed of movement. The S4 (motor officer) is at the rear. He takes care of disabled vehicles, notes infractions of march discipline, and takes precautionary measures when the column is halted. Personnel and equipment sometimes are placed together on trucks so that personnel may keep control of the equipment and prevent its loss or damage.

b. Movement by Rail. General procedures governing rail movements are described in FM 100-5. Technical and logistical data pertaining to rail movements are contained in FM 101-10. General organization, operation, and control of rail transportation are discussed in 100-10. Additional instruction on rail movements may be found in the Army regulations of the 55-series.

c. Movement by Air. If movement by air should be directed, movement orders or subsequent instructions from higher headquarters will normally specify the agency responsible for furnishing the necessary air transportation. Upon receipt of such orders the battalion commander should establish liaison, through command channels if direct communication is not authorized, with the responsible agency. He should be prepared to provide rosters of personnel, weight and cubage data for equipment, and other necessary information. Additional information on air movement of personnel and equipment is contained in TM 57-210.

d. Oversea Movement. Army Regulations and directives of headquarters USCONARC prescribe policies and procedures to be implemented in accomplishing preparation of units for overseas movement. These require unit commanders in the continental United States to maintain current movement tables at all times. They set forth instructions that must be complied with when movement of the unit is required. In consonance with these directives and regulations, quartermaster battalion headquarters are responsible for insuring that commanders of subordinate units maintain complete plans for movement and for providing supervision and assistance to such units in the event of movement. Appendix III is an example of a movement instruction document and checklist developed to insure compliance with headquarters USCONARC operational

readiness directives. It is included for guidance only and may be modified or adapted as required. Particular situations and local ground rules in theaters of operations will normally require compliance with different procedures.

Section IV. INTELLIGENCE OPERATIONS

42. General

The assistant operations officer is the intelligence officer for the quartermaster battalion. In this capacity, he—

- a. Directs battalion intelligence operations.
- b. Forwards selected information or materiel through intelligence channels to higher headquarters.
- c. Disseminates intelligence to battalion units.

43. Application of Intelligence

Intelligence information of value to a quartermaster battalion headquarters may include—

- a. Information as to laundry, bakery, and refrigeration facilities available in the operating area; availability of non-United States personnel to operate them; and information regarding customs, skills, attitudes, and economic needs of the civilian populace.
- b. Terrain intelligence, which is important in the location of supply points, determination of locations for drop zones, and establishment of temporary cemeteries.

c. Climatic data, which is important in anticipating requirements for clothing and equipment occasioned by seasonal changes, for protection of quartermaster supplies and equipment stored in the open, and similar consideration. For example, information regarding wet, tropical, or freezing conditions can enable the quartermaster battalion to obtain at the opportune time the special clothing and equipment required for efficient operation under these conditions.

44. Technical Intelligence Detachments

Technical intelligence detachments, organized under TOE 10-500, collect, report, and expedite evacuation of captured materiel for intelligence purposes. These detachments normally work in close cooperation with the operations section.

45. Counterintelligence

The objective of counterintelligence is to preserve secrecy and neutralize or decrease effectiveness of hostile intelligence. The assistant operations officer formulates and exercises staff supervision over battalion counterintelligence plans and policies. Counterintelligence at battalion level, is passive and normally includes such measures as security of classified documents, signal communications security, and camouflage and concealment.

Section V. INSPECTIONS

46. General

Frequent staff visits and inspections are made

no mandatory plan for the personnel officer and sergeant major to follow when inspecting personnel records of subordinate units. However, the sergeant major usually inspects the morning report. The personnel officer and personnel sergeant usually inspect the correspondence and 201 files, orders, the unit punishment record, and the posting of Army regulations and other Department of the Army publications. They also inspect the following records:

- (1) Council book.
- (2) Daily sick report.
- (3) Duty roster.
- (4) Service record (if applicable).
- (5) Extract from service record (if applicable).
- (6) Qualification card (if applicable).

c. Inspection of Supply. While there is no standardized plan for the inspecting of supply records, the supply officer and the supply sergeant usually check the following:

- (1) Unit property slips or record.
- (2) Issue slip.
- (3) Turn-in slip.
- (4) Statement of charges.
- (5) Report of survey.
- (6) Weekly collection and delivery sheet—
quartermaster laundry.
- (7) Monthly roster and statement.
- (8) Individual clothing request records.
- (9) Individual clothing records.

Section VI. TRAINING

49. Objective

The ultimate objective of training the headquarters and headquarters detachment, quartermaster battalion is to develop command and staff techniques that will enable it to function as an efficient organization in the field. This objective requires thorough and continuous training based upon fundamental doctrine and principles enunciated in FM 21-5 as well as upon implementing instructions contained in policy and procedural directives, mobilization plans, activation schedules, and similar documents published by Headquarters, USCONARC. Training is accomplished in a definite cycle beginning with individual tactical and technical training and progressing to battalion training, which emphasizes team work and coordinated action among functional elements.

50. Responsibility

The battalion training program is normally directed to a specific training objective determined by higher headquarters. The battalion commander is responsible for supervising and directing the training of his headquarters and subordinate units toward that objective. His principal assistant is the assistant operations officer to whom he may delegate development of the general training program for the battalion. This may involve the preparation of training

48. Inspection Checklists

Checklists, prepared by staff sections to cover activities for which they are responsible, provide for uniform conduct of inspections. It is important within the limits of this manual to prepare detailed checklists to meet every operational situation. In preparing such checklists, information in technical manuals as well as information accompanying equipment should be used. Appendix IV contains operational checklist suggestions which may be adapted and/or expanded to include the quartermaster units that may be attached to a battalion headquarters. Some general points which may be applied to any quartermaster unit are suggested below. These may be changed and modified as the situation requires.

a. Inspection of Installations.

(1) Site.

- (a)* Is best advantage being taken of available cover in selecting the operating site?
- (b)* Has the site been selected for convenience to road net?
- (c)* Is there enough room to perform operations efficiently and provide space for vehicles?
- (d)* Is operational area well policed?
- (e)* Is the site adequately identified?
- (f)* Is lighting provided for night operations, if necessary?

(2) *Administration.*

- (a) Are the goals worthwhile and attainable?
- (b) Are production schedules being maintained by the unit?

(3) *Personnel.*

- (a) Are authorized personnel being utilized efficiently?
- (b) Are men being kept active on the job?
- (c) Are the men as satisfied as possible under prevailing conditions and determined to execute their mission effectively?
- (d) Is there evidence of lack of discipline?
- (e) Are the key jobs within the unit properly filled?

(4) *Equipment.*

- (a) Are the supplies, material, and equipment on hand sufficient to allow the unit to execute its mission?
- (b) Does the equipment present as clean and orderly appearance as possible?
- (c) Are all necessary articles of equipment provided in the present tables of basic allowances?
- (d) Is full use being made of authorized allowances as prescribed in tables of organization and equipment and tables of allowances?

b. Inspection of Personnel Records. There is

by the battalion commander and his staff to determine efficiency of battalion units. They are conducted in accordance with FM 101-5 and pertinent Army regulations.

a. The conduct of any inspection should be thorough, fair, and courteous. The inspector should be openminded, quick to praise, and slow to criticize. Before inspecting a unit the inspecting officer should learn the key jobs in the unit and the names of key personnel. After checking previous inspection reports and noting the deficiencies mentioned, he should prepare an itinerary. Upon arrival at the unit, the inspector should report to the unit commander, tell him the type of inspection he wishes to make, and request any assistance needed in performing the inspection. All available records should be given to the inspector to study. After completing his inspection, the inspecting officer should outline to the unit commander the good points and the deficiencies noted and offer constructive suggestions for any major problems.

b. Group headquarters and other higher authority may either conduct their own inspections of the battalion headquarters and its units or may direct the battalion commander to investigate conditions within his own headquarters. The battalion commander usually delegates routine or daily inspection responsibilities to staff officers, but by his own frequent inspections, keeps a clear picture of the military efficiency, including technical operations of the subordinate units.

47. Types of Inspections

a. Tactical and Training. Formal or informal tactical and training inspections (par. 54) are used to evaluate training, to ascertain readiness for field duty, and to correct training or other deficiencies. Tactical inspections require the actual solution of tactical problems and field exercises and, when possible, are conducted with maximum strength, equipment, and transportation. Training inspections include analyses of the current training program and observation of scheduled training.

b. Administrative. Administrative inspections are conducted to determine whether subordinate units are complying with prescribed regulations and directives, battalion standing operating procedures, and instructions from higher headquarters.

c. Command Maintenance. Command maintenance inspections (AR 750-8) of quartermaster equipment are made to determine serviceability, proper utilization, and operational readiness of equipment as well as efficiency of maintenance operations. Spot check inspections determine adequacy and efficiency of organizational maintenance.

d. Command. Command inspections normally cover food handling, personal hygiene, sanitation, orderliness, discipline, and other related matters. The battalion SOP may, however, specify the nature, purpose, coverage, and frequency of such inspections.

directives and policies and consolidation and publication of battalion training schedules.

a. Each subordinate unit commander is directly responsible for the training of his unit. He completes prescribed training assignments and prepares and submits training schedules and required status reports.

b. Training within units must be carefully planned and closely supervised. In the interest of attaining highest proficiency possible, training facilities available to the unit must be exploited to the maximum. Individuals must be trained in their military occupational specialties by a carefully developed and well-coordinated program involving unit school, service school, and on-the-job training. Unit training must emphasize dispersed and independent operations under atomic and/or nuclear conditions. Team training should receive a high priority. Training should be designed so that platoons, sections, and teams operate as such.

51. Training Management

Training management involves the planning and directing training to develop a unit to accomplish its mission with the means available in a specified period of time. The quality and thoroughness of training are directly proportional to the amount of active and personal supervision given to training activities by the battalion commander and members of his staff.

52. Guidance

Suggested methods and procedures for training quartermaster specialists and technicians are included in Army Training Program (ATP) 10-110. Suggested methods, procedures, and schedules for unit training are contained in ATP 10-22 and appropriate Army subject schedules. While these publications are a means to standardize training throughout quartermaster units, they do not preclude modification to fit specific training requirements or objectives. On the contrary, arbitrary boundaries between phases should be avoided to provide for more realistic and effective training. This may entail concurrent training in related subjects or, to some degree, an overlapping of subjects presented during advanced individual and unit training.

53. Training Plan

A careful estimate of the training situation is prerequisite to the inauguration of an adequate training program. The most important consideration in this estimate is the mission of the unit. If the battalion is assigned more than one mission, the battalion commander establishes training priorities.

a. The commander's estimate of the training situation is followed by his decision or general plan of action to accomplish the training objective. These plans will normally require the preparation of training schedules both for headquarters personnel and subordinate units.

a warning system, perimeter defense, and exploitation of obstacles.

a. The warning system may involve the use of observation posts, outposts, patrols, and prepared defensive positions. Trip flares or other devices may be used in conjunction with these elements to give warning of night attack. The extent to which the warning system is developed and utilized depends upon such factors as the immediate situation within the area, the defense plan and facilities of the area command, and the operational mission of subordinate elements.

b. While perimeter defense is a function of the area command, the quartermaster battalion defense plan may designate sectors of defense to subordinate units and require the assignment of troops to defend them. The designation of such factors should provide not only for the defense of the battalion area, but also be an integral part of the defense plan established by area command headquarters. An effective perimeter defense demands the proper positioning of crew-served weapons, supporting small arms fire, use of slit trenches and foxholes, and familiarization of personnel with defense positions and duties. While the sectors assigned to battalion units need not be occupied in force unless attack is imminent, a small defense force should be in position at all times to protect against surprise.

c. Maximum advantage should be made of such natural obstacles as streams, swamps, ravines, and cliffs. When practicable, these should be

supplemented with barbed wire, mines, road-blocks, booby traps, and other devices. The preparation and/or construction of such artificial obstacles will normally require command approval and the provision of trained personnel for this purpose.

58. Passive Defense Measures

For the most part, the quartermaster battalion relies heavily upon passive defense measures for protection. Passive defense measures are those taken to deny the enemy information and observation and to reduce casualties and damage in the event of enemy attack. Camouflage, concealment, and dispersion are the principal passive defense measures. The battalion defense plan should require rigid enforcement of camouflage discipline and effective application of the principles of concealment.

59. Nuclear Defense

Security measures to be taken against attack by nuclear and other mass-destruction weapons will be largely controlled and influenced by plans and directives from higher headquarters. Within such directives, the battalion may publish a single nuclear defense plan or each subordinate unit may prepare one as an annex to its defense plan with supervision of battalion headquarters. In any event, provision should be made for—

a. A warning system with provisions to designate the type of attack, if practicable.

CHAPTER 5

SECURITY AND DEFENSE

55. General

The introduction of nuclear and other mass-destruction weapons has changed concepts of security and defense. The need for dispersion is no longer limited to combat forces. While technical installations are susceptible to hostile ground attack, they are also lucrative targets for nuclear, missile, guerrilla, and airborne attack. Defense plans for such installations must, therefore, include both active and passive measures and, particularly in rear areas, be coordinated with defense and damage control activities of the command charged with the general defense of the area. Command agencies, such as quartermaster battalion headquarters, exercise close supervision over the formulation of subordinate unit defense plans to insure employment of personnel and equipment consistent with accomplishment of the primary mission.

56. Battalion Responsibility

The quartermaster battalion commander is responsible for the security and defense of all battalion units and installations. The overall battalion defense plan must be flexible so that every foreseeable situation can be covered. It

must be based upon the defense plan of higher headquarters. It should assign definite responsibilities in order to provide the strongest possible defense within the capabilities of available weapons and personnel. Frequent rehearsals can be used effectively in acquainting personnel with assigned tasks and in minimizing damage resulting from enemy action.

a. The assistant operations officer is charged with staff supervision of battalion defense. He advises and assists subordinate commanders and staff officers in the preparation of defense plans, consolidates and integrates subordinate unit defense plans into the battalion defense plan, and coordinates with higher commands in integrating the battalion defense plan into overall area defense and damage control activity.

b. The adjutant, as detachment commander, is responsible for developing the defense plan for battalion headquarters and headquarters detachment. Due to the limited number of personnel and weapons, defense of the command post and headquarters installations must be closely coordinated with and integrated into the battalion defense plan.

57. Active Defense Measures

Active defense measures include limited offensive action, counterattacks, and other action taken to deny or prevent penetration of an area by the enemy. The principal active defense measures within a quartermaster battalion are

b. A unit training schedule gives detailed instructions for unit training. Based on appropriate ATP's, it prescribes the date, hour, subject, place, instruction, reference material, uniform, and any remarks affecting training for each period of instruction. Training schedules prepared by each unit are normally forwarded to battalion headquarters for review and publication as the consolidated battalion training schedule.

c. TOE 10-536 designates cadre positions which must be filled by personnel trained and qualified to perform essential duties in the formation, administration, and training of similar units. In order that transfer of the cadre will not deny sufficient experienced personnel to the parent organization or the newly formed unit, alternate personnel should be qualified and trained for each cadre position as quickly as practicable. This requires, in most instances, training of headquarters personnel in both their primary and secondary military occupational specialties. Provision for such training should be a part of the battalion training plan.

54. Training Operations and Inspections

Training operations depend primarily upon local facilities and a number of variables, including training status of the unit, status of equipment, and time available for training. These facts should be recognized, and battalion and unit training programs developed with priorities as-

signed to those elements considered essential to unit proficiency. Army training tests (ATT 10-22 in the case of the quartermaster battalion) and field exercises to evaluate the proficiency of the unit are conducted as a part of the normal training program. These may be supplemented by—

a. Training Inspections. Higher headquarters may periodically inspect to determine whether the approved training program is being executed and estimate the efficiency of the unit training schedule. The value of the training is determined by a performance or written test, oral questioning, or observation. The headquarters conducting the inspection should follow it with a critique emphasizing good and bad areas disclosed and suggest required corrections.

b. Mobility Tests. Mobility test exercises will be conducted by higher headquarters to observe and evaluate actions by organizations and units in the implementation of readiness plans.

b. Assignment of personnel and description of duties for fire guards, security guards, and other tasks.

c. Training of all personnel in individual protective and first aid measures.

d. Inspection of materiel received from using units, if contamination is suspected.

e. Methods for segregating equipment known to be contaminated, if decontamination cannot be accomplished by unit personnel. The area in which such equipment is collected should be properly marked to warn other personnel.

f. Liaison with chemical units for technical advice and assistance as required.

g. Use of protective masks, special clothing, and other protective equipment.

h. Use of protective shelters for personnel and supplies.

i. Immunization and field sanitation procedures.

60. Damage Control

Damage control consists of measures taken to minimize the immediate effects of a mass-destruction weapons attack or natural disaster, and to preclude such secondary effects as enemy followup, guerrilla, or airborne attack.

a. These measures normally include—

(1) Adequate prior planning.

(2) Organizing, equipping, and training

area defense and damage control personnel.

- (3) Dispersion and concealment.
- (4) Use of natural cover or any protection afforded by terrain features.
- (5) Control of personnel and traffic (military and civilian).
- (6) Active defense against guerrilla or airborne action.
- (7) Fire prevention and firefighting.
- (8) First aid and evacuation of casualties.
- (9) Protection against chemical and biological hazards, including evacuation from heavily contaminated areas.
- (10) Emergency supply of food, clothing, and water.
- (11) Disposal of unexploded ammunition.
- (12) Initiation of salvage operations and the clearance of debris and other obstructions from roads and installations so that normal operations may be resumed.

b. The area commander is responsible for coordinating all resources in his area to effect the area damage control plan. Normally, the functions of the area defense and damage control are supervised through command and staff channels in accordance with standing operating procedures. In area damage control, the headquarters and headquarters detachment, quartermaster battalion, may be responsible for supervising—

- (1) Preparation of damage control plans for headquarters installations and units operating under its command.
- (2) Implementation of these plans when local conditions require, or when so ordered by higher headquarters.
- (3) When required, the organization, equipment, and training of light rescue and/or emergency decontamination squads within subordinate units.

61. Demolition

Demolition is performed in emergencies to prevent serviceable supplies and equipment from falling into enemy hands. The destruction of material is a command responsibility and, except in emergencies, authority must be granted by higher headquarters. Each subordinate company or detachment will prepare its own demolition plan. Instructions for the demolition of various types of supplies and equipment are contained in FM 5-25.

CHAPTER 6

COMMUNICATION

62. General

Signal communication includes all means of conveying information of any kind from one person or place to another, except by personal conversation and mail. Current concepts of warfare dictate that service support units in theaters of operations be mobile, flexible organizations capable of operating at dispersed locations. This requires adequate and flexible communication facilities. To operate effectively under these conditions, the headquarters and headquarters detachment, quartermaster battalion, has been provided means for wire and radio communication. Messenger service provides a third means.

a. Official messages between command posts are normally transmitted and received by signal communication means operated by signal or communication personnel. At the command post, these agencies operate in conjunction with a message center, which has personnel and equipment established by TOE and which serves as a central agency of signal communication for the processing of official messages. The mission of all message centers is substantially the same, and personnel at such centers perform the following duties:

- (1) Coordinate the use of available means of communication.
- (2) Maintain current information on the effectiveness of each means of communication.
- (3) Select the means of transmission, and determine the routing of outgoing messages.
- (4) Comply with standing operating procedures in the handling of incoming messages.
- (5) Keep records to assist in the prompt and accurate handling of messages.
- (6) Operate the official messenger service.
- (7) Comply with security regulations in the handling of messages.

b. The means employed are generally those that provide the maximum reliability, flexibility, security, and speed. The reliability of the communication system is of paramount importance and is directly increased by the use of all means available. No one means should be used habitually in all situations to the exclusion of the other means available. In the choice of a means, the varying degrees of reliability, flexibility, security, and speed must always be weighed in the light of the current situation.

63. Radio Communication

Radio should be regarded as a primary means of communication because of the flexibility and

speed it affords. While radio is less vulnerable to enemy fire than other means of communication, it is the least secure means. It must be assumed that interception occurs every time a transmitter is operated; therefore, communication security must be a constant consideration when radios are used. The reliability of radio communication depends largely upon the skill of the operators. The actual ranges obtained may be more or less than the rated ranges, depending, once again, upon the skill of the operator, weather, terrain, interference, and the locations from which the sets are operated.

a. Detachment headquarters is equipped with a truck-mounted radio set that is used to contact higher headquarters and attached units. The set has a voice-operating range of approximately 15 to 30 miles, depending upon stationary or mobile operation.

b. The operations section is equipped with a Radio Teletypewriter Set AN/GRC-46, which is used to transmit and receive reports, logistical data, and other messages. It is used to transmit voice, radio telegraph, and radio teletype signals. This equipment has a voice range of approximately 35 miles and a radio telegraph and radio teletypewriter range of approximately 75 miles.

64. Wire Communication

Wire communication furnishes person-to-person telephone contact and teletype service between stations. Wire communication is con-

sidered more reliable and secure than radio, but requires more time to install. The amount of time necessary for installation depends mainly upon the length of the line, extent of the system, and the method of laying the wire. The internal wire net is installed and maintained by the wireman and switchboard operator under the supervision of the battalion S4.

65. Messenger Communication

Communication by messenger is a means available to all units. It is the most secure means of transmission. It is flexible and reliable, but has some definite limitations. It is slow, vulnerable to enemy action, and does not permit the person who transmits the message to talk directly with the person who receives it. Scheduled messenger service may be established when locations are fixed and the amount of traffic warrants a fixed schedule. Special messenger service may be employed whenever required by the situation or the urgency of the message. When necessary, very important messages may be sent over different routes by two or more messengers.

APPENDIX I

REFERENCES

AR 55-145	Transportation of Troops; Entraining, Duties En Route, and Detraining.
AR 220-10	Preparation of Oversea Movement of Units (POM).
AR 220-70	Companies—General Provisions.
AR 220-160	Tactical and Training Inspections.
AR 220-345	Unit Histories.
AR 220-346	Journals and Journal Files.
AR 310-1	Military Publications— General Policies.
AR 310-3	Military Publications— Preparation and Processing.
AR 310-25	Authorization for Travel and Orders Involving Travel of Military Personnel.
AR 320-5	Dictionary of United States Army Terms.
AR 320-50	Authorized Abbreviations and Brevity Codes.
AR 345-210	Records Administration— Files Systems.
AR 355-5	Troop Information and Education—General Provisions.

AR 355-6	Troop Information Instruction.
AR 380-5	Safeguarding Defense Information.
AR 385-10	Army Safety Program.
AR 525-24	Command Report.
AR 611-201	Manual of Enlisted Military Occupational Specialties.
AR 700-2300-1	Motor Vehicles.
AR 711-10	Supply Economy.
AR 711-16	Installation Stock Control and Supply Procedures.
AR 711-41	Army Supply Status Reporting System, Unit and Organization Equipment Status Report.
AR 715-30	Local and Regional Purchase of Civilian Type Items.
AR 735-3	Receipt, Shipment, and Issue of Property.
AR 735-11	Accounting for Lost, Damaged, or Destroyed Property.
AR 735-35	Supply Procedures for TOE Units, Organizations, and Non-TOE Activities.
AR 750-8	Command Maintenance Inspections.
AR 755-380	Disposal of Radioactive Material.
SR 605-105-5	Commissioned and Warrant Officer Personnel Military Occupational Specialties.

- DA Pam 20-23 Armed Forces Newspaper Editors' Guide.
- DA Pam 108-1 Index of Army Motion Pictures, Film Strips, Slides, and Phono-Recordings.
- DA Pam 310-1 Index of Administrative Publications.
- DA Pam 310-2 Index of Blank Forms.
- DA Pam 310-3 Index of Training Publications.
- DA Pam 310-4 Index of Technical Manuals, Technical Bulletins, Supply Bulletins, Lubrication Orders, and Modification Work Orders.
- DA Pam 310-5 Index of Graphic Training Aids and Devices.
- DA Pam 310-7 Index of Tables of Organization and Equipment, Type Tables of Distribution, and Tables of Allowances.
- DA Pam 310-30 Index of Supply Manuals: Quartermaster Corps.
- FM 3-5 Tactics and Techniques of Chemical, Biological, and Radiological Warfare.
- FM 5-15 Field Fortifications.
- FM 5-20 Camouflage, Basic Principles and Field Camouflage.
- FM 5-22 Camouflage Materials.
- FM 5-23 Field Decoy Installations.
- FM 5-25 Explosives and Demolitions.

FM 10-2	Headquarters and Headquarters Company, Quartermaster Group.
FM 10-6	Quartermaster Service Company.
FM 10-13	Quartermaster Reference Data.
FM 10-15	Quartermaster Sales Company, Mobile.
FM 10-37	Quartermaster Petroleum Depot Company.
FM 10-52	Headquarters and Headquarters Company, Quartermaster Depot.
FM 10-60	Supply of Subsistence in a Theater of Operations.
FM 10-63	Handling of Deceased Personnel in Theaters of Operations.
FM 10-64	Quartermaster Class II and IV Supply in Theaters of Operations.
FM 20-15	Tents and Tent Pitching.
FM 20-32	Land Mine Warfare.
FM 21-5	Military Training.
FM 21-6	Techniques of Military Instruction.
FM 21-10	Military Sanitation.
FM 21-13	The Soldier's Guide.
FM 21-15	Care and Use of Individual Clothing and Equipment.
FM 21-26	Map Reading.
FM 21-30	Military Symbols.

FM 21-40	Small Unit Procedures in Atomic, Biological, and Chemical Warfare.
FM 21-41	Soldier's Handbook for Nuclear, Biological and Chemical Warfare.
FM 21-75	Combat Training of the Individual Soldier and Patrolling.
FM 23-30	Grenades and Pyrotechnics.
FM 25-10	Motor Transportation, Operations.
FM 26-5	Interior Guard.
FM 27-10	The Law of Land Warfare.
FM 30-7	Combat Intelligence, Battle Group, Combat Command, and Smaller Units.
FM 31-15	Operations Against Airborne Attack, Guerilla Action and Infiltration.
FM 41-10	Civil Affairs/Military Government Operations.
FM 41-15	Civil Affairs/Military Government Units.
FM 100-5	Field Service Regulations; Operations.
FM 100-10	Field Service Regulations; Administration.
FM 101-5	Staff Officers' Field Manual; Staff Organization and Procedure.

FM 101-10	Staff Officers' Field Manual; Organization, Technical, and Logistical Data.
ATP 10-22	Army Training Program for Headquarters and Headquarters Detachment, Quartermaster Battalion and Group.
ATP 10-110	Advanced Individual Training of Quartermaster Personnel.
ATT 10-22-1	Training Test for Headquarters and Headquarters Detachment, Quartermaster Battalion and Group.
TM 3-220	Decontamination.
TM 3-350	Improvised CBR Protective Shelters.
TM 5-310	Military Protective Construction.
TM 9-2800	Military Vehicles.
TM 19-500	Enemy Prisoners of War.
TM 28-210	Troop Information and Education.
TM 38-660-2	Maintenance Instructions and Procedures for Administrative Vehicles.
TM 57-210	Air Movement of Troops and Equipment.

APPENDIX II

EXAMPLE OF A STANDING OPERATING PROCEDURE FOR THEATERS OF OPERATION*

HQ_____QM BN.
GRID CORD 616739
19 May 1959

1. Application

Bn SOP appl except when mod by order higher auth. Subor SOPs will conform.

2. Organization

Hq & Hq Det, _____QM Bn; _____QM Svc Co; _____QM Svc Co; _____QM Sup Dep Co.

3. Intelligence

a. *Observation.*

- (1) Unit comdrs are resp for obsr of approaches favorable for abn and gnd atk to incl raids and sabotage.
- (2) Rept loc of all OP to Asst. Opns Off.
- (3) Rept immed: any contact with En;

*This suggested standing operating procedure is to be used only as a guide. It covers only those operational and administrative matters that are not normally subject to frequent change. It omits data and information normally prescribed by the headquarters to which the quartermaster battalion may be attached in conformity with the conditions and circumstances of operation and employment.

approach of En armor; acft; or abn trp;
incl En msl or acft fire; ID of En units;
info on CW, BW, and radlwar agents;
atomic wpns, rad jamming, or En interf
with comm.

b. *Prisoners, Captured Documents, and Materiel.*

(1) *Prisoners.*

- (a) Capturing indiv or units disarm, search, silence, and segregate pris by nationality, sex, grade, agents, civ, and recov deserters.
- (b) En of fld off gr or higher to Bn Hq wo delay.
- (c) Cpctr air crew and GM pers rept immed to Bn Hq wo intg beyond ID.
- (d) Systematic search for En dead for docu and ID.

(2) *Documents.* Crypto mat dlvr promptly to Asst Opns Off. All docu mk W date, time, and place found or cpctr, capturing unit, and cond under which found or cpctr to incl name and rank of POW. POW not allowed to dest docu.

(3) *Materiel.*

- (a) Repts of new and unusual En eqp, armaments, or gases fwd immed to Asst Opns Off with brief description.
- (b) Cpctr or crashed En acft or GM rept immed to Asst Opns Off and grd by discovering unit.

(c) All cptr En mat properly safeguarded, insp by Tech Svc intel team and evac by int Tech Svc.

(d) Indiv may retain only those items of En eqp prescribed. Cert of retention rqr for mailing.

c. *Maps and Photos.* Req in ex of norm map alws will be sbm to this Hq.

d. *Counterintelligence.*

(1) Trps give only name, rank, SN, and date of birth in event of cptr.

(2) Search evac instl to ins no clas or ID mat left.

(3) Eff pass sys to be est. Civ and **unk** mil pers must ID themselves before being allowed freedom of mov wi mil instl, or before being given mil info. Sec meas and grd sys insp and tested freq.

(4) Clas info distr on a "need-to-know" and timely basis.

(5) When abn or mecz atk imminent, CP and dir signs removed to extent practicable.

(6) Secure maps showing any info valuable to En.

(7) Comm sec per SSI.

(8) Civ infiltrating through our areas or fr En lines will be app and dlvr to Bn Hq.

(9) Escapees and evadees evac to Bn Hq wo delay.

(10) All breaches of sec and compromise wb
rept at once to Asst Opns Off.

(11) Mntn emerg dest plan for clas mat.

4. Operations

a. *Subor Units.* Bn will supv and cord empl and op of atch units. For op procedures of atch units, see Anx B through D. Pri of ovc wb ann.

b. *Orders.* Cmpl written O only when time allows and for rec. Max use of overlays, tables, and charts.

c. *Security.* Asst Opns Off cord def against armd, air, and abn atk. Each unit resp for local sec.

d. *Combat.* Mntn contact w aja units and w higher and lower units.

(1) *Unit loc.* Units rept loc immed upon change.

(2) *CBR warfare.* See Anx E, Unit Defense Plan.

(3) *Defense against air atk.*

(a) Acft fired on when acft atks.

(b) Under atk, rifles wb fired at acft only during daylight, and when under centralized con of plat or larger unit.

(c) During mov, air, gnd, and all vehicular mtd MG furn AA protection. In event of air atk, trps and mtr veh disperse to the extent practicable.

(4) *Defense against nuclear atk.* See Annex E.

- (5) *Bomb and shell disposal.* Units rept loc unexploded bombs, msls, or shells to Bn Hq. Estb safety precautions.

e *Movement.*

- (1) *Headquarters detachment.* Hq Det will move with Bn Hq on O of the Bn Comdr.
- (a) *Advance party.* The adv pty will cons of pers dsg by Bn Comdr.
- (b) *Main party.* Remainder of Hq & Hq Det will const main pty and will move out on O of sr off present.
- (2) *Attached units.* Ea atch unit will displace own Cp and OL on instr from Bn Comdr. Fac wb phased out of OL and into new loc in such manner as to ins cont and uninterrupted OPNS and comm. Spec mov plans wb dev and pub by the comdr of ea unit as part of the unit SOP atch as Anx B-D.
- (3) *Battalion headquarters.*
- (a) *Reconnaissance party.* Bn Comdr will dsg recon pty. Recon pty wp on O of Bn Comdr.
- (b) *Forward echelon.* Bn Comdr will dsg a fwd ech to move as a sep mar unit fol recon pty on O.
- (c) *Main command post party.* The CP pty at the post or instl will cont OPNS until the O to close is rec or until a predsg close-out time is reached, at which time the pty wp to new CP on O of sr off present.

- (4) *Ser cmdrs provide own sec.* Prior recon (routes, biv, and assy areas), guides, and posting (or removing) of route signs are resp of ser cmdrs, supplemented (for main routes) and cord by Bn Hq tfc con as ann. HR rept to Bn of loc of heads of ser with ref to check pts.
- (5) *Priority on roads.* Will be ann.
- (6) *Density and speed of mtr veh.*
 - (a) *Night.* Close col (distance between veh min 25 yds. Max speedometer multiplier of 2) at 15 mph max.
 - (b) *Daylight.* Open col (distance between veh min 75 yds. Max speedometer multiplier of 4) at 25 mph max.
 - (c) *Emergency.* Infiltration. Irregular dispatch, 3 veh per mi at 15 mph.
 - (d) Not over 8 veh per march unit. Time between march units 1 to 4 minutes; time between ser min of 15 minutes.
- (7) *Halts during mtr mov.* 10 minutes every hr. Trp, except mtd gunners, disperse. Foxholes dug and veh dispersed under cover at directed halts of 1 hr or longer.
- (8) *Lights.* Blackout when directed.
- (9) *Passing.* Convoy will not pass other convoys or ser (either halted or moving in the same dir) until clnc has been obtained from cmdr of ser to be passed.
- (10) *Veh marking.* On front of first veh and

rear of last veh of each march unit and ser atch sign showing march unit and/or ser number, with indication of "first" or "last" veh.

- (11) *Accidents.* Off at tail of each ser inves and take nec act.

5. Logistics

a. *Supply.*

- (1) *General.* Sup pt distr except C1 III.
- (2) *C1 I.* Rat cycle begins with supper. Res to be ann.
- (3) *C1 II & IV.* Units reqn through Bn S4.
- (4) *C1 III.* Gasoline for other than veh iss on drum-for-drum basis. Veh fuel unit distr daily. Greases and oils by reqn. Trk $\frac{1}{4}$ -T carry 5 gal res; other veh 10 gal res.
- (5) *C1 V.* Units mntn basic loads.
- (6) *Water.* All water except that secured from Engr WSP will be considered contaminated. Water from nearest WSP.
- (7) *Salvage.* Unit cmdrs resp for coll and dlvr to nearest Salv Coll Pt. Units org coll teams.
- (8) *Captured materiel.* See par. 3b(3).

b. *Evacuation and hospitalization.* Unit evac to nearest Coll Pt. During mov, evac to March Coll Pt estb by Bn Cmdr. As reqr, unit vehs serve as evac vehs in evac of sick, injured, or wounded.

c. *Transportation.* For add transp, specify nr

of pers or tonnage. Submit req to Bn Hq as far in adv of need as practicable.

d. Service. Req for QM or other tech svcs to Bn Hq.

6. Personnel

a. Strengths. See par. 7d.

b. Replacements. Req sbm daily as of 1800 by 2200 to Bn Adj.

c. Discipline, Law and Order.

(1) Pers awaiting trial remain in their units unodir by this Hq. See Anx F.

(2) In occ areas, MP have auth and jurisdiction and are empowered to enforce laws and rules, and to make apprehensions within Bn Area w/o regard to nationality, svc, or civ status, and to util any US mil pers to asst them. See par. 3d(3).

d. Prisoners. See par. 3d.

e. Recovery and Disposition. Unit cmdrs resp to coll, ID, and evac US, allied, and En dead to nearest Coll Pt.

f. Morale and Personnel Services.

(1) Lv and rest camp quotas will be ann.

(2) Decorations and awards.

(a) No quotas.

(b) Recm sbm within 2 days after act on any person who possibly qual.

(c) All recm to Bn Hq.

- (3) Units pick up mail daily at Bn Hq.
- (4) Dates, times, and places of church services to be ann.

7. Command and Signal.

a. Command Posts.

- (1) Unit cmdrs sel and rept loc of CPs with time of opening and closing.
- (2) During mov—at head of unit ser.

b. Liaison.

- (1) Mntn norm ln with aja units and Bn Hq.
- (2) Asst Opns Off will prov and mntn sit map for ln pers and of l visitors.

c. Signal Communications.

- (1) Rept immed loss or compromise of curr SSI or SOI.
- (2) Radio. Restr (netting and urgent msg permitted) when wire comm estb. Rad silence (xmtr and rcvr turned off) or listening silence (xmtr turned off) when prescribed.

d. Reports. By units to Bn Hq.

<i>Reports</i>	<i>How submitted</i>	<i>Time</i>
Spot repts-En activities	Soonest comm	At once
Shel rept, bom rep, toxrept, mslrep	Rad or tp	At once
Sitrep	Msg forw rad or tp	As of 1800 daily by 2200 daily
Logrepts	Prescribed forms	As necessary

<i>Reports</i>	<i>How submitted</i>	<i>Time</i>
Persrep	Daily summaries	As of 1800 daily by 2100 daily

JONES
Lt Col

Annexes

- A List of Supported Units (omitted)
- B Quartermaster Service Company
(omitted)
- C Quartermaster Service Company
(omitted)
- D Quartermaster Supply Depot Com-
pany (omitted)
- E Unit Defense Plan (attached)
- F Courts Martial Procedures (omitted)

Distr: Bn Stf Off (1)
Unit Comdr (5)

OFL: GREEN
Adj

ANNEX E

UNIT DEFENSE PLAN*

Section I. SECURITY

1. General

General policy and responsibility (refer to FM 26-5, AR 345-15, and AR 380-5).

2. Security of Bivouac

- a.* Camouflage.
- b.* Mines and booby traps.
- c.* Placement of weapons for—
 - (1) Air attack.
 - (2) Mechanized attack.
 - (3) Troops and guerrillas.
- d.* Sentry posts and outposts.

3. Security of Working Parties

- a.* Responsibility.
- b.* Camouflage of equipment.

4. Warning Signals

- a.* Air attack.
- b.* Airborne or ground attack.
- c.* Mechanized attack.

*Suggested outline for use in development of annex E, appendix II.

- d.* Gas attack.
- e.* Nuclear and/or CBR attack (refer to Sec. II of this annex).

5. Fire Safety and Fire Fighting

- a.* General fire plan.
- b.* Fire personnel and duties.
- c.* Safety rules.

Section II. NUCLEAR AND CBR DEFENSE

6. General

General procedure, scope, and application.

7. References

Publications and documents on which plan is based.

8. Responsibilities

- a.* Individual.
- b.* Staff Officers and NCO's.
- c.* Company commander.

9. Dispersion

General guides to be followed in dispersing activities.

10. Alarms

- a.* Nuclear attack.
- b.* CBR attack.
- c.* Air attack.
- d.* Ground attack.

11. Procedures

- a. Action prior to attack.
- b. Action during attack.
 - (1) Protective equipment and material.
 - (2) Cover and movement.
 - (3) Unit protective measures.
 - (4) Coordination between higher, lower, and adjacent units.
- c. Action after attack.
 - (1) All-clear signals.
 - (2) Calculation of contamination.
 - (3) Marking and reporting contaminated areas.
 - (4) Handling and evacuation of contaminated materials.
 - (5) Decontamination of supplies and equipment.
 - (6) Continuation of mission.
 - (7) Replenishment of protective equipment and material.
 - (8) Reports.

12. Protection

- a. Individual.
- b. Unit.

13. Supply

Requisitioning of special supplies and equipment for defense against nuclear and CBR attack.

14. Personnel

- a.* First aid.
- b.* Medical assistance.
- c.* Reporting casualties.
- d.* Evacuation of casualties.

APPENDIX III

EXAMPLE MOVEMENT INSTRUCTIONS

HEADQUARTERS
588TH QUARTERMASTER BATTALION
CIRCULAR
NUMBER 67

7 June 1959

PREPARATION FOR OVERSEA MOVEMENT OF UNITS

1. *Purpose.* The purpose of this circular is to prescribe policies and procedures for accomplishing the preparation for oversea movement of units.

2. *Responsibilities.* a. Designated elements of this headquarters will take the actions prescribed in Section I of the attached "Check List of Actions."

b. Commanding Officer, 588th Quartermaster Battalion will insure that commanders of subordinate units maintain complete, workable POM plans, subject to actual test and inspection by this headquarters. Unit POM plans will be prepared and maintained as follows:

(1) Each TOE unit will prepare plans for movement of the unit at *currently authorized* strengths.

(2) Specified units will prepare plans for

movement of unit components as required by contingency plans.

(3) Planning data to be prepared and maintained current by TOE units will include:

(a) Unit movement data.

(b) Detailed packing plans.

(c) Movement plans to include movement by rail and highway. Air movement plans will be maintained if required by contingency plans.

(d) Requirements for packing, crating, blocking, bracing, and tie-down materials.

(e) Lists of accompanying supplies (expendable supplies, repair parts, operational supplies, and special items as required).

(f) Instructions for completion of POM Equipment Status Record.

(g) Check list of actions (sec. II).

(h) Guide for POM planning (to be published under separate cover).

FOR THE COMMANDER:

OFFICIAL: JAMES D. ALESHIRE
Colonel, GS
Chief of Staff

ROSCOE P. JOHNSON
Captain, AGC
Assistant Adjutant General

1 Incl

Check List of Actions

DISTRIBUTION: C

CHECK LIST OF ACTIONS

Section I. BATTALION

1. Action Upon Receipt of Warning Orders

a. Headquarters.

- (1) Initiate action to obtain replacements required to insure departure of unit at authorized shipping strength.
- (2) Assist unit in completing administrative requirements for movement overseas.
- (3) Advise unit commander on personnel procedures.

b. S4.

- (1) Assist the unit commander in the preparation of POM Equipment Status Record.
- (2) Coordinate technical inspections of major items of equipment.
- (3) Upon receipt of show-down shortage report, determine supply action to be taken pending receipt of movement directive.

2. Action Upon Receipt of Movement Orders

a. Headquarters.

- (1) Initiate action to notify MRU servicing unit and the army terminal of the movement. Obtain Locator Cards from MRU and forward to unit.

- (2) Initiate action to transfer all unqualified personnel from unit (including AWOL's) as of twenty-four (24) hours prior to departure.
- (3) Assist POR Check Board to insure that all requirements for oversea shipment have been met.

b. Operations Officer.

- (1) Prepare and distribute movement order.
- (2) Notify group headquarters of time of departure, loading point, unit involved, destination, and method of travel.
- (3) Advise unit of shipment number and letter, and any change to the TOE.
- (4) If classified movement, prepare extract copies of movement orders per AR 310-25. If unclassified movement, furnish full copies of movement orders to staging area and/or terminal (SR 55-720-1).
- (5) Assure completion of individual training requirements: basic combat training followed by advanced individual training under appropriate ATP's, Army Service School and/or on-the-job training with a unit performing in its operational role.

c. Miscellaneous.

- (1) In event of classified movement, security measures will be observed.
- (2) Within five (5) calendar days after re-

ceipt of movement order, supply shortages from station stocks to the extent practicable.

- (3) Determine which shortages of the unit cannot be supplied in time to meet the departure of the unit. Prepare POM requisitions for items not available in station stocks.
- (4) Furnish technical advice and assistance to units in processing, packing, and marking equipment.
- (5) If move is to be made by rail, appropriate Transportation officer will prepare an entraining schedule, showing number of rail cars, number of personnel that may be assigned each car, and the location of each car in the train.
- (6) In event a troop kitchen car is not available, a baggage car will be furnished in lieu thereof.

Section II. UNIT COMMANDER

3. Action Prior To Receipt of Warning Orders

- a. Mark clothing and equipment as prescribed.
- b. Maintain up-to-date POM files as outlined in paragraph 2b of basic circular.
- c. Include in the unit training program recurring practical instructions in packing, marking, and loading equipment, and in administrative, supply, and transportation procedures applicable to POM.

4. Action Upon Receipt of DA Warning Orders

a. Coordinate with battalion S4 throughout preparation of POM Equipment Status Record.

b. Determine organizational clothing and equipment to be taken.

c. Determine personal clothing and equipment to be taken.

d. Bring individual clothing records up to date.

e. Conduct a show-down inspection to determine the status of the unit's personal and organizational clothing and equipment, and supplies authorized to be taken from the home station. Shortages of organizational equipment will be reported to battalion S4.

f. Review outstanding DA Form 1546 (Request for Issue or Turn-In) and follow up to determine availability. Items not authorized to be taken from home station will be cancelled.

g. When requested by battalion supply officer, submit DA Form 1546 for shortages of equipment to be shipped with the unit.

h. Transfer property not authorized to accompany unit to battalion supply officer.

i. Prepare Reports of Survey or Statements of Charges to cover shortages determined by show-down inspections.

j. Perform required maintenance of equipment. Special purpose equipment will be given complete second echelon maintenance.

k. Make arrangements for immediate repair of organizational equipment authorized for the movement which has been determined to be economically reparable and suitable for extended use.

l. Dispose of all unit fund property that cannot be taken overseas.

m. Screen personnel for eligibility for overseas duty.

n. Advise battalion headquarters as to the individuals appointed as representatives for intelligence.

5. Action Upon Receipt of Movement Orders

a. Conduct a final show-down inspection of personal and organizational clothing and equipment.

b. Insure replacement of shortages of POM qualified personal clothing items.

c. Submit DA Form 1546 for shortages of organizational clothing items.

d. Complete POM Equipment Status Record.

e. On day of receipt of movement orders, place requests for rations and/or kitchen car equipment with Post Quartermaster. If appropriate, request Post Food Advisor to render assistance in setting up kitchen cars.

f. Close station property book to zero balance by turn-in to the custodian designated by battalion headquarters, to receive and make disposition of station property.

g. Submit Report of Survey or Statement of Charges or quarterly droppage allowance, if appropriate, to cover shortages of property, if any.

h. Ascertain that all personnel have completed required training and that completed training has been recorded in individual personal records.

(1) Qualification and familiarization in arms within twelve (12) month period immediately preceding date of shipment.

(2) Battle indoctrination, both day and night infiltration courses, and close combat course.

(3) CBR training for all personnel within twelve (12) months, or two (2) hour refresher course.

(4) Basic combat training followed by advanced individual training under appropriate ATP's, Army Service Schools, and/or on-the-job training with unit performing its operational role. The total of such training will be for a period of not less than 16 weeks.

i. Assure that each individual is equipped with identification tags. If tags must be furnished at the port a shortage roster will be prepared to include all information required for same in order that expeditious issue may be made at the port.

j. Arrange for necessary immunizations (special immunization requirements will be specified in the DA movement order).

k. Take necessary action on preembarkation leaves and pay.

l. Accomplish counseling and furnish necessary assistance with personal affairs, to include assurance that individuals have made satisfactory arrangements as to outstanding commercial accounts; explanation of Soldier's Deposit Plan, allotments, insurance, purchase of US Savings Bonds, shipment of household goods, movement of dependents, etc.

m. Assure that all personnel records are COMPLETE, CORRECT, AND CURRENT, and that they reflect the current status of individual training.

n. Complete Check List for Oversea Movement for each individual and file with his 201 file.

o. Immediately upon receipt of port call, prepare unit rosters in accordance with prescribed procedures. In addition to distribution indicated, copies will be furnished the following:

- (1) Assistant operations officer.
- (2) Transportation Officer.
- (3) Post Locator.

p. Nonappropriated funds and property will be handled in accordance with regulations.

q. Dispose of trophies and organizational articles of sentimental or historic value.

r. Prepare I&E materials to accompany troops.

s. Contact Records Management Officer immediately upon receipt of movement directive relative to instructions for disposition of records.

t. Obtain two sets of Locator Cards from battalion headquarters. Retain one set with unit and deliver other to personnel officer at the staging area (SR 55-720-1).

u. Not less than five (5) days prior to departure of unit, require each individual to complete an address.

- (1) One DA Form 1846 (Change of Address) to the publisher of each magazine or other periodical.

- (2) One DA Form 1846 to each of his correspondents.

v. Designate and furnish advance party if required or desired.

w. Officer designated as Troop Train Commander will contact the Transportation Officer and verify information as follows:

- (1) Date of departure and/or required date of arrival at ZI destination.

- (2) Total number of personnel, specifying number of officers, warrant officers, and enlisted men (these figures must be accurate since they are to be used in determining amount of passenger equipment to be ordered) (applies to rail movements).

- (3) Amount of personal baggage to be shipped. This information is essential so that the Transportation Officer may order the required passenger equipment.

x. Issue instructions concerning personal baggage.

y. Take necessary action to accomplish packing, crating, and marking, to include:

- (1) Furnish technical services with requirements for necessary supplies and materials to accomplish packing, crating, marking, and loading activities.
- (2) Assure that items of only one technical service are packed in the same container to maximum extent practicable.
- (3) Assemble and separate required boxes and crates for packing equipment to be used en route to port.
- (4) Process Ordnance equipment for oversea shipment in accordance with SB 9-4.
- (5) Have tools and accessories of vehicles boxed and secured in their respective vehicles.
- (6) Radios, machineguns, and accessories on combat vehicles will be dismantled, securely packed and secured to their respective vehicles. Machineguns on vehicles other than combat vehicles, including accessories and mounts will be dismounted, securely packed, and shipped to the port as organization equipment.
- (7) Assure that vehicles do not contain any item of equipment not a component part of the vehicle.
- (8) Pack two copies of each publication pertaining to maintenance and applicable

repair parts of major items of equipment with the equipment.

- (9) Assure that articles in which gasoline or other solvents are used are drained and flushed before being boxed and crated and attach certificate to that effect to crates containing such items.
- (10) Prepare individual packing lists.
- (11) Prepare consolidated packing list.
- (12) Insure that unit movement data chart maintained by the Transportation Officer reflects any changes in supplies and equipment being processed for shipment.
- (13) Coordinate with Transportation Officer on requirements for blocking and securing vehicles.

z. Prepare Requisition and Invoice/Shipping Documents.

aa. Inspect to determine that no ammunition is in the possession of, or accessible to, unauthorized individuals during the movement. Turn in all ammunition except a sufficient quantity for issue to train or convoy guards.

ab. Accomplish disposition of classified material as appropriate.

APPENDIX IV

OPERATIONAL INSPECTION CHECKLISTS

1. General

The operational inspection checklists which follow are suggestive only and not mandatory. They may be used by the commander of a headquarters and headquarters detachment, quartermaster battalion, to determine whether or not the quartermaster units under his supervision are fulfilling their missions efficiently. Commanders should alter or expand the lists to meet the requirements of the inspection.

2. Quartermaster Petroleum Operations

a. Containers.

- (1) Is recommended arrangement being followed?
- (2) Has a fire trench been dug around each group of cans?
- (3) Are containers being handled carefully to avoid damages causing leaks, waste gasoline, or fire hazards?
- (4) Are containers, whether filled or empty, kept closed at all times?
- (5) Are containers safely grounded before being filled?
- (6) Is the practice of striking the hose

nozzle against cans or striking cans together avoided?

b. Dispensing Equipment.

- (1) Is unit properly trained in handling equipment used to drain fuel from bulk supply?
- (2) Is safety trench dug to a 2-foot depth around the gasoline dispenser?
- (3) During operations, is a spark arrester placed on the exhaust of the dispenser engine by the operator?
- (4) Are funnels and other dispensing equipment wiped clean and dry before and after use?
- (5) When dispensing unit is operating, are there rattles, knocks, squeaks, or hums which may indicate trouble?
- (6) Are there any leaks in fuel system, exhaust system, hoses, and hose connections?
- (7) Does engine respond to controls and have maximum pulling power?
- (8) Does engine stall, misfire, overheat, or smoke excessively?

c. Fire-Extinguishing Equipment.

- (1) Is equipment readily accessible and not subject to injury?
- (2) Do extinguishers show any sign of being damaged?
- (3) Is hose in good condition with no cracks or signs of deterioration?

- (4) Are any new hazards existing in protection area? (Change type of extinguisher or add new units if necessary.)

d. Fuels and Lubricants.

- (1) Are all measures being taken to control formation of gasoline vapor?
- (2) Is gasoline leakage covered immediately by loose earth to retard evaporation?
- (3) Are inspections for oil and gasoline leaks made frequently?
- (4) Are there any evidences of dripping gasoline forming a pool which might be easily ignited?
- (5) Are oils and other lubricants that are packed in cardboard or wooden cases stacked on dunnage on dry, level ground and kept covered until issued?

e. Personnel.

- (1) Are personnel thoroughly indoctrinated in the dangers of handling gasoline containers?
- (2) Is rotation of personnel to avoid toxic poisoning being practiced?
- (3) Are shoes of personnel free from metal plates and nails?

f. Safety Precautions.

- (1) Are safety precautions relating to fires and the lighting of matches near the gasoline site being enforced?
- (2) Are all flashlights except the vaporproof types kept away from the cans?

- (3) Are any waste or oily rags present at the site?

g. Tank Cars.

- (1) If tank cars are being used, are they properly grounded?
- (2) Are other tank car precautions being followed?
- (3) Are only nonsparking tools used for the purpose of unloading tank cars?

3. Quartermaster Bakery Operations

a. General.

- (1) Is baking equipment adequate for the task?
- (2) Is an adequate supply of accessories and spare parts available?
- (3) Is the bakery located in the best available protected area with proper relation to ingredient supply points and to bread-consuming organizations?
- (4) Are there enough tents to house the bakery personnel, equipment, and supplies adequately?
- (5) Are the tents properly handled and maintained?
- (6) Has a well-organized layout plan for bakery supplies and equipment been followed to take advantage of the benefits derived from straight-lining of bread-baking procedures?
- (7) Are Department of the Army and ma-

chinery manufacturers' manuals being used?

(8) Are current dough-mixing and baking formulas being adhered to?

(9) Are properly timed dough-production schedules being maintained?

b. Safety Precautions.

(1) Are all safety precautions for operation of burners being followed?

(2) Are fuel cans kept upright on ground or floor when not in use?

(3) Are fire extinguishers undamaged and readily accessible for use?

(4) Do any new hazards exist requiring additional extinguishing units?

c. Sanitation.

(1) Is fuel stored so that contamination of baking ingredients is impossible?

(2) Are the ingredient area, the baking equipment area, and the entire baking area and machinery kept scrupulously clean at all times?

4. Refrigeration Operations

a. Personnel.

(1) Are clothing and equipment of food handlers scrupulously clean?

(2) Are personnel familiar with proper lifting and loading procedures?

b. Semitrailers.

(1) Are brakes in proper adjustment?

- (2) Are red and green pilot lights operating correctly?
- (3) Are there any evidences of loose lamps, broken brackets, or cracked lenses?
- (4) Can fifth wheel be tipped sidewise or lengthwise without binding? (Binding indicates bent or damaged shafts.)
- (5) Are all tires correctly inflated?
- (6) Are leaves of springs broken or shifted?
- (7) Are spring clips in good condition?
- (8) Are spring-to-axle U-bolts tight?
- (9) Does listening test show air leaks in brake-line connections?
- (10) Are lubrication orders being complied with?
- (11) Are loads evenly distributed over bed of trailer and arranged to permit free circulation of air?
- (12) Are doors and door gaskets in good condition?
- (13) Is trailer in a sanitary condition?

c. Refrigeration Unit.

- (1) Is refrigeration unit mounted firmly with no loose fastenings?
- (2) Are there any engine, compressor, or refrigerant-line leaks?
- (3) Is oil supply of refrigeration unit adequate?
- (4) Is correct grade of oil being used?
- (5) Is oil standing approximately in the

center of the sight glass on the compressor of the unit?

- (6) Does coolant appear in the bottom of the filler gooseneck?
- (7) Is correct engine-oil pressure maintained?
- (8) Does refrigerant low-side gage show correct reading?

d. Loading.

- (1) Are heavier items in bottom of trailer?
- (2) Are loads evenly distributed over bed of trailer and arranged to permit free circulation of air?

5. Salvage Operations

a. Sorting.

- (1) Do personnel have a good working knowledge of methods of recognizing and classifying metals?
- (2) Is all ammunition being removed from clothing, belts, and equipage?
- (3) Are personal property and papers being removed from clothing?
- (4) Are papers, correspondence, or other documents found in enemy clothing being forwarded to S-2 at battalion headquarters?

b. Packing and Loading.

- (1) Do packing procedures permit ease of handling and loading and prevent damage to delicate equipment?

- (2) Is salvage carefully and securely packed?
- (3) Are like items being bundled or packed together and sacked when possible?
- (4) Are special precautions being taken with gassed material?
- (5) Is leather collected by the company being placed in sacks, if possible?
- (6) Is saddlery packed separately?
- (7) Are matched shoes tied together by their shoelaces?
- (8) Are materials dry when packed?
- (9) Do boxes contain one type of article only?
- (10) Are only two slats of a box nailed across the top so that rapid identification of contents is possible?

c. Shipping.

- (1) Before a car is loaded for salvage, is it swept out thoroughly?
- (2) Are heavy boxes packed at the bottom and lighter cases on top?
- (3) Are all materials dry when shipped?
- (4) Are car cards made out in crayon pasted on both sides of car?
- (5) Is copy of manifest tacked in a conspicuous place on the side of the car?
- (6) Are cars loaded to capacity?
- (7) Are cars sealed before shipment?

6. Reclamation and Maintenance Operations

a. Trailers.

- (1) Are tires inflated to the correct pressure?
- (2) Are leveling jacks operating properly?
- (3) Are leveling jacks retracted properly before trailer is ready for travel so that no part projects below the trailer frame?
- (4) Are tail and stop lights in good operating condition?
- (5) Are lubrication orders being followed?
- (6) Is fire extinguisher in satisfactory operating condition?
- (7) Are equipment compartments secured properly when trailer is ready for travel?
- (8) Is equipment fastened securely to compartments?
- (9) Is generator of clothing-repair trailer secured to the trailer before trailer is moved?

b. Shoe Repair

- (1) Do shoe repairs comply with specifications?
- (2) Is shoe-repair machinery serviced periodically by a company mechanic?
- (3) Is stitching machine properly oiled to prevent excessive thread breakage?
- (4) Are instructions in Department of the Army and manufacturers' manuals being adhered to?

- (5) Are spare parts available for the curved needle stitcher?

c. Clothing Repair.

- (1) Are implements used by tailors for clothing repair in excellent condition?
- (2) Are these implements used only for the purpose for which they are intended?
- (3) Is thread of standard Army specifications?
- (4) Are small holes or thin places in fabrics being darned inconspicuously and, when possible, with thread unraveled from another part of the garment?
- (5) Is darning being done on face side of fabrics?
- (6) In mending straight tears, are torn edges carefully matched and drawn together with fine rows of darning stitches, irregular in length?
- (7) When zippers are being replaced, is enough opening provided for free passage of slide-locking device?
- (8) Are pockets of garments free of rips and tears?
- (9) Is clothing being sized correctly?

d. Canvas Repair.

- (1) Are cement patches being applied correctly to heavy canvas?
- (2) Are cement patches round and applied to the outside of the canvas article?

e. Metal Repair.

- (1) Are metalworkers given basic instruction in at least two other phases of the company's technical operations?
- (2) Do careless habits on part of workers create a hazard?

7. Bath Operations

a. General.

- (1) Is pure, clean water free of sediment being used for baths?
- (2) If operations are being conducted in cold weather, are buildings or tents at a comfortably high temperature?
- (3) If operations are suspended in cold weather, is water properly drained from boiler and shower assembly?
- (4) Is clothing for issue carefully stocked by sizes?

b. Bath Trailers.

(1) *Before operations.*

- (a) Is shower unit placed so that waste water will drain downstream, away from the suction outlet?
- (b) Has trailer been properly leveled by removing earth or blocking up the low wheel?
- (c) Does trailer have any loose or broken nuts or parts?
- (d) Are there any signs of leaks in fuel lines, hose, and connections of unit?

(e) Are tires inflated at 60 pounds?
(Examine for cuts, bruises, and embedded foreign matter.)

(f) Are tools and equipment in proper place?

(g) Is reserve supply of oil and lubricants on hand?

(2) *During operations.*

(a) When trailer motor is in operation, are there any unusual rattles, knocks, squeaks, or hums?

(b) Does trailer motor have any unusual odors which might indicate overheated parts?

(c) Are there any leaks in hose lines?

(d) Is runoff ditch 1 foot wide and 1 foot deep, and does it carry the used water to a point in the stream below the unit?

(3) *After operations.*

(a) Are knockdown procedures carried out efficiently?

(b) Are parts of disassembled shower unit placed on bath-trailer unit carefully?

(c) Is trailer unit lubricated properly?

8. Laundry Operations

a. General.

(1) Is an adequate supply of clean water available?

(2) Are current Department of the Army

and machinery manufacturers' manuals being used?

- (3) Are current washing formulas being used?
- (4) Are personnel familiar with proper use of semimobile laundry detergent?
- (5) Is laundering of shirts and small articles being done differently from laundering of bulk articles such as sheets, mattress covers, and blankets?

b. Trailers.

- (1) Are leveling jacks in satisfactory operating condition?
- (2) Are spirit levels on trailer in satisfactory condition?
- (3) Are wheels tight and free from wobble and are wheel bearings in correct adjustment? (Bearings should allow only a perceptible shake of the wheel and allow the wheel to turn freely.)
- (4) Are tires inflated to proper pressure?
- (5) Are leaves of springs broken or shifted?
- (6) Is lighting equipment in order?
- (7) Is retractable support in satisfactory operating condition?
- (8) Are trailers washed down regularly?
- (9) Are trailers covered with tarpaulins when in transit or when not in use?

9. Depot Operations

a. General.

- (1) Are adequate signs pointing toward the

depot posted in the surrounding country, and is the depot itself posted with an adequate number of signs?

- (2) Is the area protected against pilfering?
- (3) Is lighting equipment adequate for night operations?
- (4) Is the ground level enough to facilitate warehousing?
- (5) Is the bivouac area accessible to the depot?

b. Sanitation.

- (1) Does area surrounding depot contain refuse dumps or stagnant water?
- (2) Are the latrines screened and covered and located at a considerable distance from supplies?

c. Lay-Out.

- (1) If an open-storage depot is being operated, are supplies dispersed properly?
- (2) Is the lay-out of the open-storage depot adapted to available personnel and to methods of handling the materials?

d. Handling of Supplies.

- (1) Where necessary, are supplies stacked in a staggered pattern to provide each container with necessary circulation of air?
- (2) Are supplies supported by good dunnage and foundations?
- (3) If tarpaulins are used, are they held down securely?

- (4) Are packing operations kept to a minimum?
- (5) Are all personnel familiar with proper weight-lifting practices?
- (6) In the case of supplies stored in blocks, are they withdrawn from the block by rows, from the aisles toward the wall and not from across the front of the block?

10. Quartermaster Sales Operations

a. Location and Hours.

- (1) Does location of store interfere with normal activities of other units?
- (2) Is the sales store located at a point convenient to troops?
- (3) Are the hours of sales store operation convenient and long enough?
- (4) Does the sales store remain open over weekends?
- (5) Are travel schedules fairly adjusted for all troops?

b. Stock.

- (1) Is a well-balanced stock maintained?
- (2) Are demand items carried as much as possible?
- (3) Are all items displayed to purchasers?

c. Records.

- (1) Are consumption record cards maintained on each item stocked by the sales platoon?

- (2) Are four copies of the report of deposits prepared?
- (3) Does each sales officer maintain a sales officer's account?
- (4) Are inventories regularly taken?
- (5) Is inventory adjustment sales account record correctly prepared?
- (6) Do debit and credit entries in distribution journal balance?
- (7) Are cash sales slips prepared if itemizing cash register is not available?
- (8) Are shipping documents being correctly prepared?

11. Subsistence Operations

a. General.

- (1) Are adequate signs pointing toward the site posted in the surrounding country?
- (2) Is the area protected against pilfering?
- (3) Is lighting equipment adequate for night operations?

b. Personnel.

- (1) Are all personnel familiar with proper weight-lifting practices?
- (2) Do personnel wear gloves when handling wooden cases?

c. Lay-Out.

- (1) If supplies are piled on ground or platform, are the piles dispersed, protected by paulins, and camouflaged?

- (2) Are unit or item piles dispersed to avoid traffic congestion?
- (3) Do trucks enter and leave area at different points, if possible?
- (4) Do waiting trucks obstruct departing trucks?
- (5) Are traffic guides or military police posted at entrances and exits?

d. Stacking.

- (1) Are supplies supported by good dunnage and foundation?
- (2) If tarpaulins are used, are they held down securely?
- (3) Are procedures planned to avoid as much rehandling as possible?

e. Loading.

- (1) Are as many trucks as possible being loaded simultaneously unless separate loading saves time?
- (2) Is weight of items being placed in trucks evenly distributed and disposed so that the items will not shift?
- (3) Are small units being slighted in breakdown of package rations or items?
- (4) Are packing operations kept to a minimum?
- (5) Is loading done directly onto trucks?
(Direct loading saves rehandling.)

12. Graves Registration Operations

a. Collecting Point.

- (1) Is every effort being made to identify

bodies and/or obtain fingerprints before removal to the temporary cemetery?

- (2) Is protection of effects maintained effectively at all times?
- (3) Is the emergency medical tag protected from blood stains and body fluids before bodies are removed to cemetery?
- (4) Are bodies removed to the cemetery in custody of *two* men?
- (5) Is collecting point register maintained properly?

b. Cemetery.

- (1) Is **burial** of the dead being accomplished in a **reverent** manner?
- (2) Are services of a chaplain of the appropriate faith available when necessary?
- (3) Are grounds well policed?
- (4) Are drainage facilities adequate?
- (5) Are tents or structures placed in manner to promote efficient operations?
- (6) Is processing area hidden from view of onlookers and civilians?
- (7) Are adequate signs employed to show using units the location of the cemeteries?
- (8) Are cemetery register and other records properly maintained?
- (9) Are crosses well painted and in reasonably good alinement?

c. Disposal of Equipment and Effects.

- (1) Is issue equipment of the dead being turned in properly marked for salvage?
- (2) Are effects carefully inventoried and protected against loss?

d. Records.

- (1) Are reports of interment prepared painstakingly and as completely as possible?
- (2) Are all items in the report of interment being properly filled in?
- (3) Are fingerprint records clean and legible and are they being carefully handled?
- (4) Are tooth charts carefully made when their preparation is required?
- (5) Are photographic records being properly maintained?

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[AG 353 (15 Oct 59)]

By Order of *Wilber M. Brucker*, Secretary of the
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NG: State AG (3) ; units—same as Active Army except allowance is one copy for each unit.

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For explanation of abbreviations used, see AR 320-50.

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